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Capacity building of human resources in the oil and gas sector in Ghana: An exploration into the public-sector capacity building of human resources in the emerging oil and gas in Ghana

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CAPACITY BUILDING OF HUMAN RESOURCES IN THE OIL AND GAS SECTOR IN GHANA

An exploration into the public-sector capacity building of human resources in the emerging oil and gas in Ghana

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Abstract

This empirical research explored the capacity building of human resources in the emerging oil and gas sector in Ghana. Ghana's oil and gas were discovered in commercial quantities in 2007 by GNPC and its partners in Jubilee field in the Cape Three Point in the western region, which signified a turning point in the development effort of the state. Local skills shortage perceived as a significant challenge. Thus the government envisaged the need to build local skill capacity which attracted an initial grant of US$38 million from World Bank to facilitate the implementation of oil and gas capacity building project in 2010.

The study adopted a mixed method approach for primary data collection. Matched samples of employees (226) working in four public sector organisations in the oil and gas sector were surveyed using the simple random technique, while human resource/training and development directors (9) were purposively sampled and interviewed on the human resources capacity building to assess and corroborates the survey data.

The study findings confirmed shortcomings in local skills in the public organisations in the petroleum industry. Comparatively, the results suggested that the performance appraisal tools could be further improved. The study also found local skills mismatch. It revealed that inadequate funding and delays in the release of funds affected local skill capacity building in the public-sector organisations in the industry. Originality, this is one of the very few studies to explore the shortcomings of local skill capacity in the selected organisation including the strategies used in addressing the skill gap. Research implications, more matched-sample studies are necessary to understand further how private companies (IOC's) contributing to local skill capacity building. Practically, the study is of significance to the policymakers to address the skill gap in the energy sector. The main contribution of the research is to conceptualise the concept of HRM in Ghana's context. The thesis, therefore, is an essential contribution to our understanding of the skill gap in the oil and gas industry in Ghana and the role of HR in this field.

 Keywords: Capacity building, skill gap, human resource management, oil and gas sector, exploration, public sector.

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Last but not the least; I wholeheartedly dedicate this thesis to my entire family, my dear wife Christiana Mensah, and my children: Emmanuella, Leotha, Ambrose Jnr and Nana. You gave me your love, care, prayers and all the things I needed to make this long journey a success. I say thank you all and may the Almighty God Bless you all.

Dedication

To the memory of my Late father Ambrose Kofi Bogyah Amenshiah, whose fatherly Love, Care and Advice has brought me this far, whom I wished I could have shared this success and achievement with;

And my Mother Rebecca Ampong who never ceased praying for God's Guidance;

And finally, to My Wife Christiana Mensah for her support and comfort and lovely care.

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List of Acronyms

ACEP:	AFRICA CENTRE FOR ENERGY POLICY
AEFJN:	AFRICAN EUROPEAN FAITH AND JUSTICE NETWORK
AETC:	AFRICAN AND EASTERN CORPORATION
BOPD:	BARREL PER DAY
BOST:	BULK OIL STORAGE AND TRANSPORTATION COMPANY
CB:	CAPACITY BUILDING
CBD:	CHINESE DEVELOPMENT BANK
CD:	CHIEF DIRECTOR
CHRAG:	COMMISSION FOR HUMAN RIGHT AND ADMINISTRATIVE JUSTICE
EAC:	EAST AFRICA COMMUNITY
ECG:	ELECTRICITY COMPANY OF GHANA
ECOWAS:	ECONOMIC COMMUNITY OF WEST AFRICAN STATES
EPA:	ENVIRONMENT PROTECTION AGENCY
FGP:	FIND GREAT PEOPLE
FPSO:	FLOATING PRODUCTION STORAGE AND OFF-TAKE
FWSC:	FAIR WAGES AND SALARIES COMMISSION
GCMC:	GHANA CYLINDER MANUFACTURING COMPANY
GETFUND:	GHANA EDUCATION TRUST FUND
GG:	GHANA NATIONAL GAS COMPANY
GIMPA:	GHANA INSTITUTE OF MANAGEMENT AND PUBLIC ADMINISTRATION
GNPC:	GHANA NATIONAL PETROLEUM CORPORATION
GPS:	GHANA POLICE SERVICE
GSS:	GHANA STATISTICAL SERVICE
HR:	HUMAN RESOURCE
HRD:	HUMAN RESOURCE DEVELOPMENT
HRDC:	HUMAN RESOURCE DEVELOPMENT COMMITTEE
HRM/D:	HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT
HRM:	HUMAN RESOURCE MANAGEMENT
ILO:	INTERNATIONAL LABOUR ORGANIZATION
IOC:	INTERNATIONAL OIL COMPANY

IPM:	INSTITUTE OF PROFESSIONAL MANAGEMENT
IT:	INFORMATION TECHNOLOGY
JNR:	JUNIOR
KNUST:	KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY
KSA:	KNOWLEDGE SKILL AND ABILITIES
KTI:	KIKAM TECHNICAL INSTITUTE
LCSC:	LOCAL CONTENT STRATEGY COMMITTEE
LI:	LEGISLATIVE INSTRUMENT
ME:	MINISTRY OF ENERGY
NGL:	NATIONAL GAS LIQUID
NPA:	NATIONAL PETROLEUM AUTHORITY
PA:	PERFORMANCE APPRAISAL
PAS:	PERFORMANCE APPRAISAL SYSTEM
PC:	PETROLEUM COMMISSION
PIA:	PROJECT IMPLEMENTATION AGREEMENT
PNDCL:	PROVINCIAL NATIONAL DEFENCE COUNCIL LAW
PSC:	PUBLIC SERVICE COMMISSION
PWS:	PRICE WATERHOUSE COOPERS
RCC:	REGIONAL COORDINATING COUNCIL
RTI:	RIGHT TO INFORMATION BILL
SADC:	SOUTHERN AFRICAN DEVELOPMENT CORPORATION
SME:	SMALL AND MEDIUM ENTERPRISE
SNR:	SENIOR
SPF:	SOCIETE FRANCAISE DE PETROLE
TDD:	TRAINING AND DEVELOPMENT DIRECTOR
TEN:	TWENEBOAH, ENYENRA, NTOMME
TOR:	TEMA OIL REFINERY
TQM:	TOTAL QUALITY MANAGEMENT
UAC:	UNITED AFRICAN COMPANY
UK:	UNITED KINGDOM
UNDP:	UNITED NATIONS DEVELOPMENT PROGRAMME
UST:	UNIVERSITY OF SCIENCE AND TECHNOLOGY
VET:	VOCATIONAL EDUCATION AND TRAINING
WAOFCO:	WEST AFRICAN OIL AND FUEL COMPANY

CHAPTER ONE: BACKGROUND AND SCOPE OF THE STUDY

1.1   Introduction

Ghana was projected by the World Bank in 2011 as the fastest growing economy in Sub-Saharan Africa with a growth rate of 13.4% (Ghana, 2012 Budget Statement). As at 2010, Ghana's population was 24,658,823 which represents an increase of 30.4 per cent over the 2000 census population of 18,912079 (Statistical Service of Ghana, 2012). It is the second largest producer of cocoa and recorded 903,646 metric tonnes of cocoa during the 2010/2011 cocoa main crop (Ghana, 2011 Budget Statement). Ghana is predominantly an agrarian economy (Statistical Service of Ghana, 2013). Ghana is in the position to record strong economic growth with the oil sector. However, the World Bank notes that the inflows from oil and gas sector should be managed prudently (World Bank, 2013). Therefore, there is the need to develop the local skills capacity in the oil and gas sector in Ghana (World Bank, 2013; Ministry of Energy, 2010).

1.2 Background and Statement of Research Problem

The history of oil and gas exploration and development in Ghana dates back over one hundred years (GNPC, 2011; Benin, 2017; Kosmos, 2014). However, commercially viable quantities of oil and gas were discovered in 2007 by Ghana National Petroleum Corporation and its partners: Tullow Plc, Kosmos Energy, Sabre Oil and Gas in the Jubilee Oil Field in the deepwater offshore the Republic of Ghana (GNPC, 2010, Kosmos, 2014). According to Kosmos Energy Ltd (2014), Jubilee Field straddles both the West Cape Three Points and Deep-water Tano blocks in the west coast of Ghana. The discovery was

one of the largest in the West Africa sub-region over the past two decades. The estimated revenue of the oil reserves is about $1 billion per year (approximately EUR 768 million), which is like the amount of development aid provided by donor agencies to Ghana annually (European Commission, 2013). Ghana National Petroleum Corporation (GNPC) (2010) notes that the first production of crude oil from the Jubilee Field started in late 2010. However, it argues that the oil and gas industry faces significant challenges in institutional and local skills capacity in Ghana (GNPC, 2010). These challenges were re-echoed by the World Bank (2013), saying institutional development for sector management by the state, and human resource competency development needed much attention. On December 20, 2010, the World Bank approved US$38 million credit to assist the Government of Ghana to facilitate and implement its oil and gas capacity building project (World Bank, 2013; Benin, 2017). Though Ghana government envisaged the active involvement of Ghanaians in the oil and gas development, the human resource skills shortcomings (local content: i.e. the extent of employment of Ghanaians) is a significant challenge. These problems emanate from the unavailability of suitable Ghanaian workers and contractors.

As a commitment on the part of the Government of Ghana, the Legislative Instrument (LI) for the local content policy was approved by parliament on 19th November 2013. During the debate on the floor of parliament of Ghana, they observed that, for the local content to be productive and successful, the country should put more resources into the training of technical and managerial expertise and provide incentives for research in Ghana (Government of Ghana, 2013). The approval of the LI was to give the policy a legal backing for implementation to enable the Ghanaian state to take control and thus maximise

the benefit from the industry (Ministry of Energy, 2010). "The Government of Ghana is committed to deploying an effective local content and local participation policy as the platform for achieving the goals for the oil and gas sector with full local participation in all aspects of oil and gas value chain of at least 90% by 2020" (Ministry of Energy, 2010: 4). It is argued that sound human resource competency building policy is a key to the survival of organisations in Sub-Saharan African countries (Analoui, 2007; Antwi et al., 2008; Bawole et al., 2013; Armstrong and Taylor, 2014; Falola et al., 2014; Mensah and Babu, 2015; Benin, 2017). However, other scholars and researchers emphasise that putting human resource policies in place is not the ultimate factor, but the implementation and enforcement of the plan is critical (World Bank Institute, 2010), effectiveness of HR policy hinges of implementation and evaluation by supervisors and managers (Oldham, 1976; Latham and Wexley, 1994; Fried and Tiers, 1995; Ohemeng et al, 2015). It is not surprising that unlike ME, the remaining three organisations have been able to improve the capacity of most of their employees, due to a clear and unambiguous human resource capacity building policies.

The question that arises is how to achieve the said policy vision and objectives? Hon Joe Oteng-Adjei, the then Minister of Energy notes

> "this local content could not have come at a better time. Building capacity in the oil and gas sector is paramount, and we are going to ensure a swift implementation to achieve good results for the people of Ghana." (World Bank, 2013: 1).

In addressing these complex and vital issues, the Government of Ghana in collaboration with the Ministry of Energy, and the Ministry of Education has since 2007 started proactively educating many students abroad through Ghana Educational Trust Fund (GETfund) and the Scholarship Secretariat in oil and gas related courses (Ghana Oil, 2012). According GETFund about 450 Ghanaian has been award scholarships to be trained in oil and gas related courses abroad. Petroleum Commission argued that most of the said graduates returned without any form of experience and as a result, they are finding it difficult getting employment in the IOC's. And as part of the Petroleum Commission's strategies, they are attempting to offer these graduates some form of experience and expertise through the professional integration programmes with the IOC's (Asante-Mireku, 2015). The adviser to the local content implementation program at the Commission, argued that the trained graduates are like round pegs in round holes because the sort of training given these graduates is not needed (Petroleum Commission, 2015). He attributed it to lack of collaboration between the scholarship awarding institution, Petroleum Commission and the other stakeholders in the industry. The Scholarship Secretariat and GETFund concentrated on training Ghanaians in the oil and gas management but failed to train most of the graduates in the technical and vocational areas the industry requires (Tullow Ghana Limited, 2010; Asante-Mireku, 2015; Petroleum Commission, 2015).

Also, as per the Government of Ghana policy directions, it is mandatory for regulatory bodies, operators, both contractors and sub-contractors engaged in any project, operations, activities or transactions in oil and gas to have an Annual Local Content Plan annually. The aim is to ensure that at least 50% of

management staff shall be Ghanaians and 80% in the next five years after the commencement of the petroleum activities in the country in 2010. After the change of government in 2009, the parliament revised and approved the policy in the fourth quarter of 2013. However, there were attempts by corporate lobbyists and international oil firms in Ghana to undermine the passage of the Local Content Legislative Instrument. And it had to be re-laid because it did not mature during the tenure of the last parliament (Ghana Government, 2013). It means that the target might not be achieved by 2015, because the policy is yet to be rolled out due to the delay in the passage of the LI. The Ghana National Petroleum Corporation has launched an Oil and Gas Learning Foundation (GNPC Oil and Gas Learning Founding) as another project in meeting their mandate of building the local skills capacity to ensure that Ghana derived the most significant possible benefits from the development of its petroleum resources. In research based on a survey of over 67,000 experienced members of oil and gas IQ, Ajimoko found that 50% of the workforce in the oil and gas sector is ready to retire (Ajimoko, 2015). In support of this, Petroleum Commission (2015) noted that it does not have much human resource and technical expertise aged 30-45 years, but indicated that most of them are above 45 years. PC further argues that the demography of the workforce is so skewed towards the aged, for examples in Tullow Ghana Limited; most of the expatriates are from 50 to 60 years and above (Petroleum Commission, 2015). The major challenge facing Ghana's oil and gas sector is in twofold: the ageing workforce and the shortage of local skilled workforce (Tullow Ghana, 2010; Ajimoko, 2015; Petroleum Commission, 2015). Ernst and Young (2013) argue that the average age of a US oil and gas worker is 50 years. In support of the above argument, Hays Oil and Gas (2016) argues that the ageing population or

workforce will cause issues for the future labour market for the oil and gas sector.

The Chairman of the Foundation Council, Mr Kwame Peprah, asserts that the established Learning Foundation will serve as a building block for human resource skills capacity development in Ghana (Ghana Oil and Gas, 2013). The underpinning processes which will require attention are the strategies, performance appraisal system, procedures and functions of human resource management and development (training, education, learning and development) of the oil and gas industry in Ghana. A detailed discussion of the conceptual framework is in chapter three of my thesis. The Ghana National Gas Company (2011) argues that effective administration and prudent management of the gas sector depends on the human resource skills capacity of the industry. UNDP (2008) considers the capacity building as its cardinal purpose in contributing to the development of HRM/D in Ghana. It is evident that the Government of Ghana and other donor partners are committed to building the skills capacity of Ghanaians in the oil and gas industry. However, the question to be asked is: what strategies, policies and procedures are being adopted by the companies and other stakeholders in the industry in addressing the shortcomings of local skills capacity for sustainable development and management of oil and gas resources in Ghana? To explore the existing gaps in human resource capacity, the researcher is interested in performance appraisal and how these shortcomings can be strategically addressed to meet future operational needs.

1.3 Research Objectives

Aims:

1. To explore the existing shortcomings in human resource capacity, but the researcher was interested in performance appraisal and how these shortcomings can be strategically addressed to meet future operational needs.

Objectives:

2. To explore current strategies, situations, practices and procedures adopted by the oil organisations.

3. To explore the efficiency of performance appraisal as a strategy to address the human resource development performance in the public organisations.

4. To examine how these strategies are contributing to the development of the human resource capacity in the oil and gas sector in Ghana.

5. Making recommendations to policymakers in the industry to reduce the existing shortcomings and hence improve the ability of the organisation.

6. To assess the possible implications of the above findings for the future development of human resource competencies in established oil and gas companies in West Africa.

1.4 Main Research Questions

1. How effective are the organisation's strategies, practices and procedures for developing sufficient human resource skills capacity in the oil and gas industry?

Subsidiary questions:

2. To what extent is the current local skills capacity affecting the operations of oil and gas industry in Ghana?

3. How efficient is the performance appraisal system in the public organisation in the petroleum sector?

4. To what extent is the local content legislation influencing local skill capacity building in the petroleum industry?

5. How can the current local-skill shortcomings be addressed to meet future needs of the petroleum industry in Ghana?

1.5 The significance of the Study

The Ghana National Gas Company (2011) argues that effective administration and timely management of the Gas Sector rest on the human resource skill capacity of the company. In respect of prudent management and overall development in oil and gas industry in Ghana, UNDP (2008) considers the capacity building as its cardinal purpose in contributing to the development of HRM/D in Oil and Gas producing countries. According to Ransom and Stewart (1994), the success of the industry relies on its human resource competencies. Secondly, there is a consensus among scholars and researchers that crude oil has caused most Sub-Saharan African countries more harm than good (Scott-John, 2003). It is due to mismanagement, misappropriation and negligence on the part of the major stakeholder in the industry, the Government and its partners in the sector. According to the World Bank (2012), the discovery of oil and gas in Ghana should contribute to socio-economic development in the country. The study is of much significance to the policymakers to assist and help to address the local skills shortcomings in the energy sector. Last but not

the least is the significance of the contribution to knowledge in respect of the oil and gas industry, HRM/D, capacity building and to identified areas for further research.

1.6 The methodological approach of the thesis

1.6.1 Methodology

Primary data was collected using mixed methods. The qualitative approach looked at the text. Preliminary work identified that a substantial amount of quantitative data already exists in annual government reports, academic publications and books, for example, relevant human resource and oil and gas exploration and production issues. It is the basis of the data collection for the study and provided the context for the qualitative data. Interviews formed the qualitative method of data collection. The primary source of data for this project were four significant institutions in the oil and gas industry in Ghana, namely, the Ministry of Energy (ME), Ghana National Petroleum Corporation (GNPC), Ghana National Gas Company and Petroleum Commission of Ghana. Twelve Human Resource Officers/Training and Development Directors selected for the interviews, three from each of the four public organisations concerned. Semi-structured interviews are used. The structure emanated from the literature review on oil and gas policy documents, articles, annual reports, publications, previous research in the area and quantitative data noted above. The various interviews helped to compare differences in perspectives between HR directors and Training and Development directors. Second, semi-structured questionnaires were used to collect quantitative data, for example, eighty questionnaires were sent out to each of the four organisations, giving a total of three hundred and twenty surveys to both junior and senior staffs. It provided a

spread of opinions from different management specialists at each level of the organisation. Also, the study reviewed secondary data sourced from academic journals, policy documents, books, accredited newspapers, and reports from national, international organisation and agencies. The study sourced data and materials from ProQuest, Bradford.summon.serialssolutions.com and other relevant databases through J.B. Priestly Library of the University of Bradford in the United Kingdom. The investigator was aware of the ethical issues involved in academic research and passed the University of Bradford's ethical approval process accordingly (see Chapter Five for more details).

1.6.2 Data Processing and Analysis

Each interview data was transcribed immediately after the interview and read through to familiarise me with the data. The study noted the various similarities and differences that were related and relevant to the research from the interview transcript. The research carried out a content analysis on the transcribed interviews. Thematic studies were carried out in grouping and comparing of various interviews from the participants, as well as one company to the other. Ni –Vivo software was used to find patterns, clusters and categorised the qualitative data, as well as findings in the literature review process and made comparisons. The study used SPSS software to analyse the quantitative data generated using a structured survey questionnaire. Self-administered questionnaires administered to junior and senior staffs at the head office of the four organisations. Furthermore, secondary data collected were reviewed to augment and corroborates the transcribed primary data generated and the findings of the study (see Chapter Five for more details).

1.6.3 Unit of enquiry

The study selected four significant organisations from the oil and gas industry in Ghana. These were as follows: Petroleum Commission of Ghana, GNPC, Ghana National Gas Company and Ministry of Energy (Tullow oil Ghana, 2013; AEFJN, 2014). The selection was made based on their active participation before and after oil discovery and production in Ghana. They were the major players in the petroleum industry in Ghana with unique functions and responsibilities as captured in the reviewed literature in Chapter Two of this thesis.

1.6.4 Sampling frame

The sampling frame comprises all human resource directors including training and development directors at the various Head Offices. The target population for the semi-structured in-depth interviews were HR directors or Training and Development Officers at the Head Offices of the four organisations (3 in each, 12 in total). Three interviews were supposed to be conducted in each of the four organisations, giving a total of twelve interviews with operational managers. However, nine of them honoured the meeting while three could not due to their work schedule at the last hour of the data collection. Secondly, it used purposive sampling for the HRD/TDD officers; because preliminary work conducted identified the selected Directors to have in-depth or fair knowledge of human resource capacity building in the industry. However, a simple random sampling technique was employed to sample the entire junior and senior staff using semi-structured questionnaires schedule. The sampling technique used the staff list of the selected organisations. The researcher administered eighty questionnaires to each of the four-selected organisation.

1.6.5 Period of Study

The project sought to explore the existing shortcomings in human resource skills capacity; the researcher is interested in performance appraisal and how these shortcomings can be strategically addressed to meet future operational needs, from 2007 to 2014, thus a seven-year period. The time frame dependent on the year in which Ghana found oil and gas. The research planned to use six months for primary data gathering, from January to June 2015, however, due to lorry accident and armed robbery incidences; the duration was extended to cover an additional two months.

1.7 Potential Risk/Limitations

The study foresaw some challenges such as delay in the release of funds, difficulty in having access to the premises of the selected organisations. Initially, there were difficulties in respect of funding but later resolved by the sponsor (GETFund) of this study. The issues with access to the organisations which posed a potential risk decided early. The researcher made many contacts and arrangements with the organisations in advance. The investigator communicated with the HR Directors of the four selected organisations using emails and telephone about the impending data collection at their premises, the researcher can confidently say that access to the organisation was not a problem, though there were some delays due to administrative processes. Many visits were made to familiarise with the organisations a year before the data collection commenced. As noted earlier, preliminary works were done to facilitate the granting of access by the companies. Also, an introductory/consent letter was provided by University of Bradford to the organisation in advance to legitimise the researcher's moral authority, acceptance and help to facilitate the

establishment of the necessary contacts or rapport for the data collection (see Appendix 5). Regarding frequent unannounced electricity outages in Ghana, the required equipment and logistics with backups were procured, for instance, recorders with spare batteries for the data collection. This research did not consider institutional building, technical problems regarding neither exploration and production issues nor production line focus of the industry.

1.8 The organisation of the Thesis

The study comprises eight chapters. Chapter one dealt with the general introduction of the thesis, statement of research problems, research objective and research questions, followed by a brief discussion on the significance of the research. Then followed by a summary of the methodology used for the study and foreseeable limitations of the study. The concluding section of this chapter captured the organisation of the research.

Chapters two is literature related. Chapter two reviews the literature on HRM/D, including human resource (local skill) capacity building in the oil and gas industry. It reviews the concept of performance appraisal system as a strategic control. Chapter three captures the methodology the researcher used. It examines and explains the intended research methodology and the research design. It demonstrates the philosophical basis of the method of data collection and analysis, and discussions on the sources of data. It presents a rationale for the selection of mix-method for the research. The chapter concludes with a discussion of ethical considerations related to the study.

Chapter four centres on the analysis of data generated, classification, tabulation and presentation. Chapter five discusses the study findings by taking into consideration the study objectives and research questions.

Chapter six presents conclusions derived from the results of the research project. It also considered the summary of the research findings, contributions of the study to the Ghana oil and gas industry and body of knowledge or literature. It presents relevant policy implications and recommendations.

CHAPTER TWO: CONCEPT OF HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT

2.1   INTRODUCTION

This chapter attempts to explore and review the relevant conceptual issues (literature) about the management and development of human resources (HR) in the oil and gas industry. The review addresses two central (broad) dimensions of human resource to gain a more holistic and more in-depth understanding of the fundamental issues about this thesis. First and foremost, the research attempts to capture a general overview of human resource management as well as its definitions and meaning, functions, components, procedures and strategies. Also, an attempt is made to place this research in the appropriate context by constructing a framework of analysis and a brief discussion of the basic models and philosophical stance that lie behind this research. The second part of this chapter captures human resource development (HRD); definitions and functions of HRD, individual and organisational learning; growth of HR; and training and development. The chapter ends with relevant concluding remarks.

2.2   Concepts and Models of Human Resource Management

Human resource management is a term which generally covers the philosophy, policies, procedures, and practices in respect of the administration of employees in an organisation (Beardwell *et al.*, 2004). Globally, human resource management is a phenomenon of relatively recent times but has gained immense attention and dominated the contemporary literature on control of employees in an organisation (Wilson, 2005). Noe *et al.*, notes that the HRM constitutes policies, practices, and systems used by employers to influence

peoples attitude, behaviour and to improve performance in an organisation. The import is that HRM must be strategic in its operations. Conceptually, HRM is a vital and coherent approach to the management of the most valued asset (the employees) in a firm who contribute to the realisation of overall organisational objectives (Armstrong, 1996; Kaufman, 1999; Bratton and Gold, 2007; Coder, 2013). The human knowledge and skills are a strategic resource that needs to be managed appropriately (Bratton and Gold, 2007: 7). HRM practice attempts to add value to the goods and services, coupled with improvements in quality of work life for employees in an organisation (Analoui, 2007).

Arguably, personnel management adheres to strict compliance with a firm's procedures and rules rather than loyalty and commitment with respect HRM in an organisation (Analoui, 2002; Storey, 1998). Considering Analoui's (2007) opinions on the concept of 'quality of working life' HR managers should place more emphasis on rewards and motivation of employees of a firm. Boxall and Purcell (2003) note that there is no universally accepted definition of HRM. According to Storey (1995, 1989 in Bratton *et al.*, 2008: 26), "the concept of HRM is shrouded in the managerial hype, and its underlying philosophy and character are highly controversial because it lacks precise formulation and agreement as to it significance". Unlike Boxall and Purcell's (2003: 1) definition, which captures all the activities associated with employment relationships in an organisation, other scholars and practitioners are of the notion that HRM encompasses a new approach to managing employees that is uniquely different from the traditional practices of personnel management.

Though the ambiguity of the meaning of the term HRM lingers on, scholars and practitioners have attempted to make certain clarifications by using soft and

hard approaches of HRM (Guest; 1987; Storey, 1992). The 'hard' approach primarily refers to the strategy where firms manage people in the same manner as other resources acquired by the firm with the intention to hire at the cheapest cost, developed and utilised to their full potential to attain the organisation's goals. However, the 'soft' approach emphasises strategic guidelines for managers to use to sustain positive employer-employee relations (Analoui, 2007: 14). It signifies that the 'soft' approach aimed at enhancing the commitment, quality and flexibility of employees, while the 'hard' approach emphasises strategy purposely to utilise employees to attain organisational objectives in the manner as other factors of production or resources.

2.3   The origin and development of approaches to HRM

Noe *et al.*, notes that modern-day HRM started before the World War 1 under the name "personnel management" to solve labour challenges in organisations (Kaufman, 1999; Noe *et al.*, 2011). Guest (1987) argues that HRM evolved in the 1990s in the US due to the following reasons; "The increasingly competitive, integrated characteristics of the product market environment; (2) the positive lessons of the Japanese system and the high performance of individual companies gave recognition to HRM; (3) the declining levels of workforce unionisation, particularly in the US private sector of employment; (4) the relative growth of service, white collar sector of employment; and (5) the relatively limited power and status of the personnel management function in individual organisations due to its inability to demonstrate a distinctive, positive condition, ceteris paribus, to individual organisational performance" (Guest, 1987: 504, Agyenim-Boateng, 2006: 31). The long-term decline of the unionised sector, technological advancement globally and the labour laws in the United States

(i.e. Employment Retirement and Income Security) resulted in a paradigm shift of organisational attitudes towards employees (Kaufman, 1999; Noe *et al.*, 2011).

In a globalised economy, organisations regard employees as organisational assets for the survival of the firm's business. During the 1990s and the early 2000s, HR managers played minor administrative roles without due recourse to business motives of the organisations (Hansen, 2002). The origin of HRM emanates from employment practices associated with capitalist welfare employers in the United States during the early 1930s (Beardwell and Claydon, 2007). The welfare capitalists advocated an alternative means within an organisation rather than a third party such as the State or trade unions, to cater for the welfare and security of employees (Beardwell and Claydon, 2007; Kamoche (2001). Undoubtedly the presence of HRM was well introduced in American business systems before the 1980s, but the term HRM emerged and gained more prominence by scholars, academics and practitioners in the 1980s as a response to specific constraints faced by US firms (Faulkes, 1980; Beer et al., 1984; Devanna et al., 1984: 33; Hendry and Pettigrew, 1986; Storey, 1995).

Later, scholars and practitioners in the United Kingdom embraced the concept of HRM (Armstrong, 1987; Fowler, 1987; Torrington and Hall, 1987; Legge, 1995). There were paradigm shifts from personnel management (PM) to HRM in the early 1980s (Beer et al., 1984; Storey, 1995; Analoui, 2007). The significance of the paradigm shift indicates that employees are now being treated and managed as an asset to the success of an organisation. It is therefore prudent to discuss some of the models underpinning HRM practices.

2.3.1 The Michigan/Matching Model of HRM

The ambivalence over the defining, critique, component and scope of HRM has many different models; as such, there is the need to explore and discuss some of them briefly (Beardwell and Claydon, 2007). Beardwell and Claydon (2007: 7) argue that the two models notably influential in interpretation and discourse of HRM are the 'The Michigan' and 'Harvard' models which were developed by Devanna *et al.*, (1984:34) and Beer *et al.*, (1984) respectively. The 'Matching' model is in contrast with the 'Harvard' model because it uses a 'hard' approach to HRM which emphasises on the 'tight fit' with regards to HR strategy and corporate business strategy. It hinges on environmental scanning and integration of business plans with human resources with the vision of attaining organisational objectives (Beardwell *et al.*, 2004, cited in Analoui, 2007: 10). Efficiency is cardinal to the 'matching' model, unlike the Harvard model with its employee focus, the Michigan model employs a contingency approach for HRM based on strategic control, organisational culture, and systems for managing employees (Redman and Wilkinson, 2001). It implies that employees to obtain employees cheaply, utilised sparingly, developed and exploited fully to increase the efficiency of the people (employees) in an organisation without considering their needs (Boxall, 1992; Armstrong, 1997; Bratton and Gold, 1999; Analoui, 2007; Beardwell and Claydon, 2007). Price (2004: 45-46) proposes five critical areas for organisational development, for example, appropriate HR policies to manage people. (see figure 2.1 below).

Figure 2.1: Michigan model of HRM
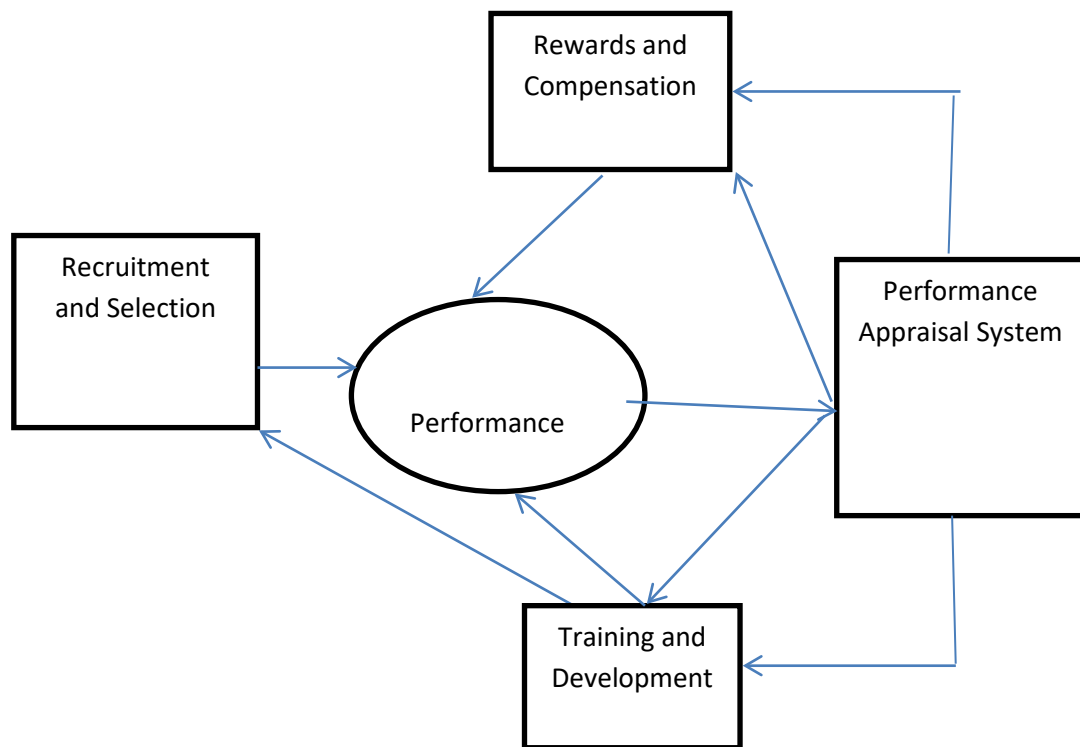
Source: Adapted from Fombrun *et al.*, (1984); Bratton and Gold (2003) and Analoui (2007: 11).

According to Redman and Wilkinson (2001), the most efficient approach to achieving organisational business strategy is to rely on the Michigan model, by attempting to ensure that training and development of employee's plans are moving towards the firm's ultimate goals. Although some scholars regard this model as inhuman, others argue that it is the only dynamic approach to manage HR to realise organisational goals (Redman and Wilkinson, 2001). It argued that without a committed workforce, an organisation is bound to fail because research has shown that productivity declines without staff motivation (Analoui, 2007).

2.3.2 The Harvard models

Another influential HRM model developed by Beer *et al.*, (1984) at Harvard University illustrated by figure 2.2. The Harvard model comprises six different components namely: Situational factors, Stakeholders factors, HRM Policies choices, HR outcomes, long-term consequences and feedback (see figure 2.2). Unlike the Michigan model, the Harvard model has a 'soft' approach to HRM which emphasises what is known as the 'four Cs' namely: commitment, congruence, competence, and cost-effectiveness. Hendry and Pettigrew (1990) opine that the recognition given to employee representatives as cardinal to the survival of an organisation in the Harvard model led to the acceptance of this model amongst scholars and academics in the United Kingdom. However, some scholars and academics consider it as being a guitarist. While the Michigan model aims at the efficiency of the employees, the Harvard model instead encourages their employees to strive towards not only the organisation's objectives but also their personal goals which ensure mutual commitments (Analoui, 2007). According to Beer *et al.*, (1984) the framework comprises both situational and stakeholders interest which raises many questions for policy-makers in the firm:

The Harvard model could be critiqued based on being overly employee centred or even excessive (Analoui, 2007). Though the 'soft' approach of Harvard model seeks to enhance the quality and commitment of employees, Price (2004) argues that the model has a considerable risk of losing focus due to inconsistency in techniques and practices. Price (2004) further noted that the Harvard model is mere rhetoric in the sense that, it deals with more 'hard' policies than 'soft' approach. He argued that the interest of management

overrides the interest of employees because the management-oriented hard approach is the final decision-making body of organisations (Price, 2004; Analoui, 2007). According to Price (2004), the soft approach fails to realise its intended objectives because the approach rather gives the employees powers to defy management decision to the detriment of the organisation. The researcher can infer that despite the much-talked power in the hands of employees, their decisions cannot overwhelm the decisions, power and control of their managers. The Michigan model does not motivate employees nor keep a balance in the decision making of an organisation but rather entrusts most powers in the hand of managers which eventually affects productivity. However, the Harvard model gives more prominence to the dialogue and motivation (personal focus) which is the key to organisational success. According to Analoui (2007), the HRM cycle embodies selection, appraisal, development, and reward which aim to increase a firm's performance.

Figure 2.2: The Harvard Model of HRM

Situational factors	Stakeholders' interest
Workforce characteristics	Shareholders management
Business strategy and conditions	Employee groups
Management philosophy	Government
Labour market	Community
	. . .

HRM policies choices

Employee influence.

HR flow.

HR outcomes

Commitment

Competence

Long-term consequences

Individual well-being

Organisational effectiveness

Sources: Adapted from Beer *et al.*, (1984: 16); Bratton and Gold, (2003: 19); and Analoui, (2007: 6); Beardwell and Claydon, (2007: 9).

Aside from the two models developed by American scholars and academics, there are other models subsequently developed by British and other scholars such as Hendry and Pettigrew (1990), Storey (1993) and Analoui (2000). The next section briefly discusses them.

2.3.3 The Warwick model of Human Resource Management (HRM)

Americans developed the first two models of HRM. However, there are other HRM models developed afterwards, such as the Warwick model and Analoui Models. Hendry and Pettigrew (1990) adapted and extended the Harvard framework. Hendry and Pettigrew (1990) developed the Warwick model of HRM from the Centre for Corporate Strategy, and Change at the University of Warwick, UK. They took recognisance of business strategy and human resource practices, both the internal and external setting in which these activities operate, including the processes by which such change occurs, and interactions between changes in both meaning and content (Analoui ,2007: 13-15; Bratton and Gold, 2007: 27-28) (see figure 2.3). The essential characteristics of the Warwick model are the recognition given to the influences of socio-economic, political, technical and market competition on the firm's strategy and objectives (Beardwell *et al.*, 2004). According to Bratton and Gold (2007: 26), the strength of the framework is that it identifies and classifies the critical environmental impacts on HRM by mapping the relationship between the outer (broader environment) and the inner (organisational) contexts, and explores how HRM adapts to changes in the background. It signifies that the success of the alignment between both internal and external context will produce higher performance.

The five elements of the Warwick models shown in figure 2.3 are as follows; outer and inner content, business strategy content, HRM context and HRM content.

Figure 2.3: Warwick Model of HRM

Outer context

Socio-economic

Technical

Political

Competitive

Inner context

Culture

Structure

Political/Leadership

Task-technology

Business output

Business

HRM context

Objective

Product market

Strategy and tactics

content

Role

Definition

Organisation

HR outputs

HRM content

HR flows

Work systems

Rewards systems

Employee relations
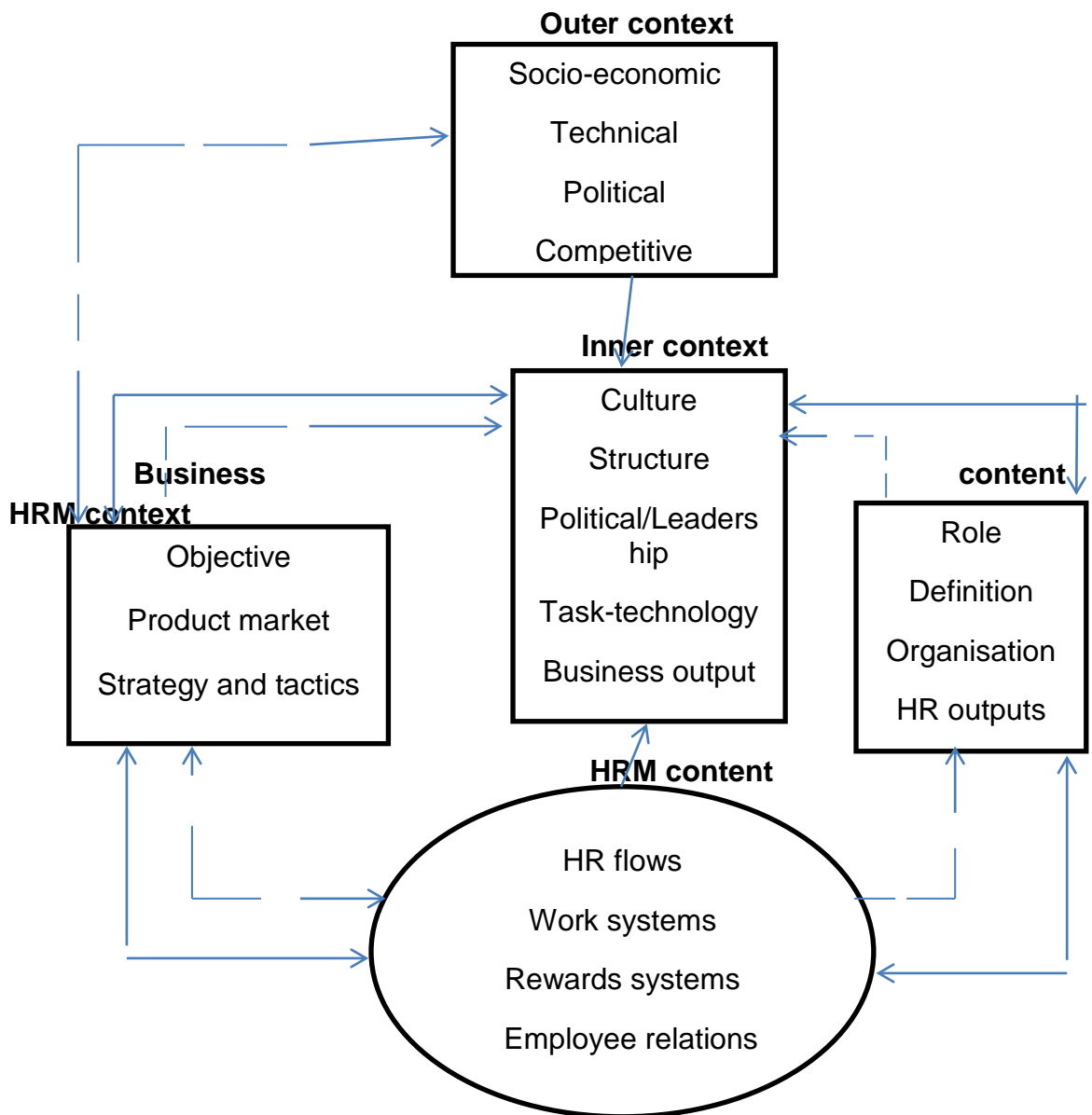
Sources: Adapted from Hendry and Pettigrew (1990: 6); Bratton and Gold (2007: 27); Analoui (2007: 14).

2.3.4 The Storey model of HRM (1992)

The 'ideal type' of a model of HRM developed by Storey attempts to distinguish between 'personnel and industrial' and the human resource management paradigm. Storey emphasised 'implicit models' portrayed by some managers during research interviews (Bratton and Gold, 2007: 26). Storey (2001: 6) considers HRM as an 'amalgam of description, prescription, and logical deductions. The four elements captured by this HRM model are belief and assumption, strategic aspect, the role of line managers and key levers. Storey's model considers HRM as cardinal to corporate planning. As captured in Table 2.1, HRM attempts to leverage trust and commitment among employees intends to extend 'beyond the contract'. The line management offers HRM professionals a 'transformational leadership' role in the firm (Storey, 1992 in Bratton and Gold, 2007: 27). In furtherance, research evidence from 15 UK significant firms indicates that line managers are key players in HR issues (Storey, 1992). Storey also uncovered much proof of unevenness for adopting key levers such as performance-related pay, harmonisation of conditions, and the learning company.

Table 2.1: The Storey model of HRM

The differences between personnel management /industrial relations (IR) and HRM		
Dimension	**Personnel and IR**	**HRM**
Beliefs and assumption		
Contract	Careful delineation of a written contract	Aims to go 'beyond the contract
Rules	Importance of devising clear rules/mutuality	'Can do' outlook; impatience with 'rules.'
Guide to management action	Procedure/consistency/control Norms/custom and practices	'Business need' /flexibility/commitment
Behaviour referent	Monitoring	Values/mission
Managerial task vis-a-vis labour	Pluralist	Nurturing
Nature of relation	Institutionalised	Unitary
Conflict	High (for example 'parity' an issue)	De-emphasised
Standardisation		Low (for example 'parity' not seen as relevant)
Strategic aspects		
Key relations	Labour-management	Business-customer
Initiatives	Piecemeal	Integrated
Corporate plan	Marginal to	Central to
Speed of decision	Slow	Fast
Line management		
Management role	Transactional	Transformational leadership
Key managers	Personnel/IR specialists	General/business/ line managers
Prized management skills	Negotiation	Facilitation
Key levers		
Attention for intervention	Personnel procedure	Wide-ranging cultural and HR strategies
Selection	Separate, marginal task	Integrated, key task
Job design	Division of Labour	Teamwork
Training and development	Controlled access to courses	Learning companies
Pay	Job evaluation: multiple fixed grades	Performance related: few if any grade

Source: Adapted from Bratton and Gold (2007: 28)

2.3.5 The strategic 'choice' model of HRM

The analytical framework of 'choice' model is based on a systemic approach, which places much importance on the constant interaction of the firm with the environment and differentiate both the 'external and internal' from the management's frames of reference as a source of input to formation of human resource policies (Analoui, 2007: 23). In a study carried out in 2000 on the effectiveness of senior managers in the Ministry of Environment Science and Technology in Ghana, purposely to explore senior management's effectiveness at work, Analoui (2007) argues that external and internal factors influence managerial values, perceptions and awareness. These call for the development of a strategic HRM namely 'Choice Model' which recognises the political nature of interactions of human resource managers with their colleagues in a firm (Analoui, 2000:15). Unlike the other models of HRM such as the Harvard Model (Beer *et al.,* 1984*),* the 'Choice model' consider HR managers as strategists and decision makers in an organisation (Analoui, 2000: 18; Analoui, 2007: 23). The Choice model comprises three components; Input, Processes and output. The first part of the Choice model, which is the 'input' captures the internal sources (Organisation: Mission statement and strategy, policies and procedures, management and culture, and task-technology); external (environment): socio-economic, political and cultural factors, stakeholders, Association and Union, and other organisations, personal source (individual): framework of reference, perception, awareness, ideology of the management. The second part, the 'process' aspects comprise of two components, Formulation of Policies and Frameworks: Senior and Executive Level; and the other element is

Implementation of Policies and Frameworks: Functional and Line Management Level.

2.4 Human resource capacity building

Human resource capacity challenges in Ghana have enormous strategic, financial and policy-making implications for the government and other policymakers in the emerging oil and gas industry (Antwi and Analoui, 2008). It is because the government of Ghana relies mostly on its development partners and donor agencies for funding and expertise on oil and gas related projects. For example, the $38 million loan from World Bank for capacity building in Ghana's oil and gas sector (World Bank, 2013). Human resource (HR) capacity building is cardinal for the survival of the oil and gas industry in Ghana. The government in its quest to solve the capacity gap in the oil and gas sector enacted and passed the local content policy into law, to implement and enforce it. How could the government of Ghana achieve such policy aims? The question requires answers. UNDP (2008: 6) argues that capacity assessment contributes to policy and strategy formulation at the national level and offers the platform for policy-makers to prioritise areas that need capacity building. For example, to conduct HR needs assessment to determine areas that require strengthening or capacity building. In an emerging oil and gas economy like Ghana, HR capacity building should encapsulate both evaluations of the needs and interventions that is, *how* the development will occur, and *what* needs to change and to fund? (UNDP, 2008). (UNDP, 2008: 7).

Capacity building initiatives concentrate on the top-level, middle-level or lower-level management staff in the industry, or build all the above. UNDP (2008, p.17) notes that "capacity assessment starts from the assumption that firms

develop existing capacity. With this perspective, it is easier to create a viable, capable development response that nurtures and reinforces existing capacities". Though UNDP (2008) emphasises the three levels of capacity building – the enabling environment (an element that can facilitate capacity building, i.e. policies, rules and norms; values regarding mandates), the organisational and individual (HR). However, this study is instead focussing on HR capacity building. It implies that HR capacity will serve as the first and primary point of entry for capacity building for this project. Thus, to build HR capacity that can administer, enforce and manage the resources and proceeds from the oil and gas industry in Ghana.

2.4.1 Theoretical perspectives

The question of capacity and capacity building is a significant issue in the development discourse in developing countries in sub-Saharan Africa, especially in Ghana. Larbi (1998) notes that "capacity" differs from "capacity building", in the sense that the absence of capacity necessitates capacity building. In this regard, to embark on a practical and strategic capacity building of HR, there is the need to assess the existing capacity, before building on to attain the desired need. There is no broadly accepted definition of Capacity Building (CB), but it centres on competencies and capacities. Analoui (2011) notes competences refer to abilities and whereas capacities imply capabilities. Capacity refers to the potential or ability to perform, sustain itself and self-renew.

The standard definition of CB is "… investment in human capital, institutions and practices" (World Bank in Lusthaus, *et al.* (1999: 3). UNDP (2008: 4) defines a CD as "the process through which individual, organisations and

societies obtain, strengthen and maintain the capabilities to set and achieve their development objective over time". UNDP (2008) argues capacity building (CB) is a continual long-term process of development that comprises all stakeholders such as professional bodies, departments, organisations and local authorities. The capacity refers to as "the ability to perform appropriate tasks" (Hildebrand and Grinole, 1995: 100). It implies capacity building is about change, and ultimately about people. It centres on people's capabilities to initiate change in their communities or organisations. The nature of the capacity building is multi-dimensional and therefore it is vital to know what it means, why the need and how it can be addressed or build. The two perspectives are namely: Allen Kaplan (the 1990s) and colleagues: Community Development Resource Association (NGO) (UNPub: Organisational capacity), and Netherland-based European Centre for Development Policy Management. Capacity building can be reviewed at three domains or levels (UNDP, 1998; Franks *et al*., 2008). UNDP (1998) argues that capacity building is a much more complex activity which can be addressed at different levels and different dimensions. These levels have been identified as follows: the broader system, organisational level, and individual level (UNDP, 1998).

This domain is referred to as an enabling environment (FAO-ICID, 2004 in Franks *et al*., 2008: 4). This level consists of initiatives that are national in context, and the system covers the entire country or society. At this level, it is important to have supportive and enabling policy frameworks to provide organisations with legal backing (UNDP, 1998; Franks *et al*., 2008). The dimension of capacity building at the organisational level hinges on its ability to perform effectively, efficiently and sustainably (UNDP, 1998; Franks *et al*.,

2008; Analoui, 2012). Some authors and scholars refer to this domain as the institutional level. However, Franks *et al.,* (2008) argue that 'organisation' is the preferred term, because it concerns allocation and coordination of duties and responsibilities within a group of employees to deliver services. The domain deals with the interaction within the system, stakeholders as well as its clients. Therefore, there is the need to pay much attention to how organisations are structured and how people relate to these organisational structures to manage and deliver services efficiently and effectively.

On the contrary, Ostrom (2005) explicitly address these issues and how the idea works out in a practical setting. The third level at which capacity building operates is in the individual domain. It attempts to assess the desired capacity needs and address the existing gap through adequate measures of education and training (UNDP, 1998; Enemark, 2003; Franks *et al.*, 2008). *Franks et al.*, (2008) argues that capacity building initiatives in the past focussed on training, but now concern the development of knowledge, understanding, skills and ability of individuals to perform their roles within their given organisational culture. Capacity building at the individual level continues to be critical to corporate success, but the current practices go beyond traditional approaches to training (Franks *et al.*, 2008: 6). The current ideas concentrate on new ways of changing and enhancing knowledge, skills and understanding, for example, networks and social learning (UNDP, 1998; Franks *et al.*, 2008). Where an organisation intend to attain the desired goals at the individual level, there is the need to consider human resource management and development issues such as recruitment and selection, HR development, performance appraisal

techniques and rewards system. This study focuses on the individual level in the public organisations in the petroleum sector.

It is vital to note that the entry point for capacity analysis and development may vary in respect of the goal of a specific project. However, it is critical that the strategies are articulated based on a sound analysis by considering the culture in Ghana. There is, therefore, the need to zoom in or zoom out to provide a sustainable outcome (Enemark, 2003; Baser and Morgan, 2008).

System theory is premised or based on the assumption that companies or organisations have similar HR characteristics (Von Bertalanffy, 1950; Hanna, 1997; Analoui, 1998; Jackson and Schuler, 1999; Analoui and Karami, 2003; Antwi and Analoui, 2008). Many scholars hold the view that the success of any organisation hinges on its HR (DeSation *et al.*, 1991; Kanungo and Mendunca, 1994; Analoui, 1998; Armstrong, 2001; Analoui and Antwi, 2008). In using the "choice model" Analoui (2002) refers to HR policies including HRD as inputs expected to bring about change as a strategic plan and desired output (Analoui and Antwi, 2008: 507).

2.4.2 Capacity needs assessment/gap

It is critical to note that the implementation of successful and efficient capacity building strategies in Ghana's public organisations, organisations must have a holistic and continuous understanding of the capacity level and the desired needs of the oil and gas industry in Ghana (SALGA, 2008 -2011). Currently, various tools and initiatives could be used to analyse information and data on capacity in an organisation, such as HR skill audit, project consolidation assessment and evaluation and capacity assessment tool. Performance Monitoring and Evaluation (PME) could form a significant management and

monitoring tool for service delivery in the industry. PME brings into mind the Local Content Legislation in Ghana, to enforce localisation in the oil and gas sector.

The term capacity gap refers to the difference between the existing capacity and the desired capacity to attain organisational goals (Analoui, 2012; SALGA, 2008-2011: 28). The assessment of the skill gap attempts to inform the nature of HR capacity building programmes for each employee in an organisation. Competencies and capacities of HR are vital to CB. The human resource capacity building represents a process of change. Analoui (2007) argues that capacity needs assessment attempts to define the degree, content and extent of intervention gap between the present and the desired output and outcomes (see figure 2.4).

Figure 2.4: Capacity needs analysis

| What is present | Identification of intervention gap | What is the desired |

Performance appraisal system

| Organisation, corporate capacity functional result, knowledge and skills possessed. Actual performance of individual's needs and priorities | | Output

Intermediate outcome

Outcomes: longer term

Impact |
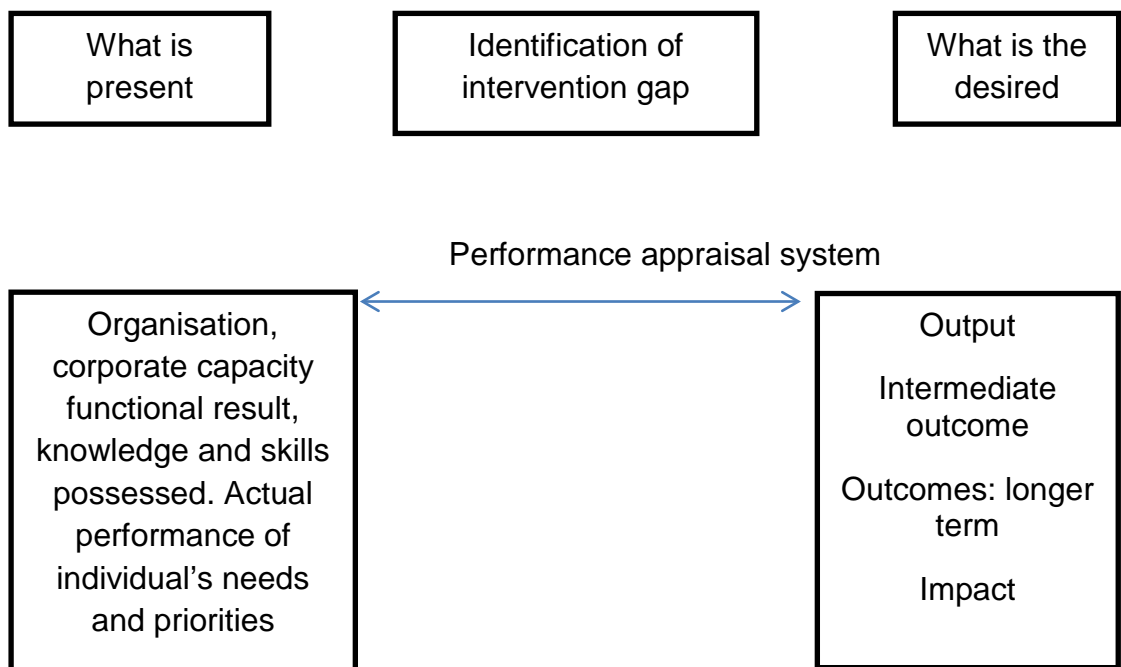
Source: Adapted from Analoui (2013: 8).

This figure illustrates how training needs attempt to determine what must be filled by training to attain the desired capacity, to meet targets and standards of performance. The present ability deals with the assessment of the country, societal or organisational needs and priorities, and identifies the existing HR capacity. Developing countries such as Ghana often rely on external support to embark upon capacity building initiatives (World Bank, 2010). The desired capacity refers to the output: increased demand, and effectiveness, good performance, process, skills and competencies; as well as intermediate and longer-term outcomes. It is crucial to note that feedback is essential, and there is the need for periodic assessment of capacity and performance of individuals in the public sector in Ghana (Ohemeng, 2011; Bawule, 2013; Mensah and Badu, 2015; Ohemeng et al., 2015). According to Apau and Yobo (2014), there is a significant positive relationship between organisational culture and public employee behaviour in Ghana. "It is therefore recommended that the public recognises the potential influence of culture on employee behaviour in managerial decisions" (Apau and Yobo, 2014: 91).

2.5   Strategic human resource development (HRD)

Armstrong (2005) notes that HRD policies are an aspect of HRM. The creation of conditions whereby the latent potential of institutions, organisations and employees realised, and their commitment to their cause is essential to HRD. HRD involves teaching, educating and developing humans with the aim of contributing towards the achievement of individual, organisational and societal goals (Wilson, 2005). Moreover, based on training and development, Louma (2000) identified three basic approaches to HRD; need-driven, opportunity-driven, and capacity-driven. There is, therefore, the need for countries and

organisations to have a holistic concept of HRD by adopting the idea of training, education, development and learning at an individual and organisational level to build the local content (Ghanaian employees) to effectively and efficiently manage and sustain the oil and gas industry. Louma (2000) argues that a capacity-driven approach is the most effective method to leverage the quality of the workforce in the long run. However, the public sector in Ghana lacks continuous and planned human resource development initiatives (Ministry of Energy, 2016). Torrington *et al.*, (2002) opines that there is the need to promote innovations. They argued that HRD must be strategic to attain the desired skills and competencies of public sector employees in Ghana. During the era of personnel management, training and development were mostly to develop an effective and efficient workforce (Analoui, 1999). Analoui further argues that PM has little or no regards to the overall strategy of an organisation. Ball (1997) explains that HRD today has changed from classical training models to business motives, for example, Investor in People. Garavan *et al.*, (1995) argues that the characteristics of HRD differ from one company to the other, and one country to another, due to their cultural diversity, industrial context, and internal factors. For instance, the US relies on performance technology approach, while the UK emphasises Investor in People. It signifies the national quality standard.

On the contrary, the Germans, the Japanese and French prefer the system of vocational education training (VET) (Ball, 1997; Beardwell *et al.*, 2004). There is a realisation that capacity building through investment in employee training has not been effective in the public sector in Ghana. Abdul-Kahar and Sulaiman (2017) argued that unless workplace conditions are improved, culture or attitude

towards training changes and provide appropriate motivation and incentives in the public service, the challenges will persist. Human resource management in Ghana lacks strategic focus and unable to make progress from its current administrative phase to a strategic one (Abdul-Kahar and Sulaiman, 2017). Research shows that there is no systematic HRD Master planning process in the public service in Ghana because the public service has no up-to-date and accurate personnel records and in-depth analysis of the competencies of the civil service (Antwi and Analoui, 2008; Apau and Yobo, 2014; Abdul-Kahar and Sulaiman, 2017).

McGoldrick *et al.*, (2001) argues that the process of defining HRD by academics and practitioners is frustrating because of no clear boundaries and parameters, as well as a lack of empirical evidence conceptually. Mankins (2001) notes that researchers and scholars regard HRD as an ambiguous concept and therefore distinctive in practice. Considering the underlying principle and assumptions about the nature of the organisation, Garavan came out with three main theoretical perspectives of HRD namely: capability driven, psychological contract, collective learning/learning organisation (Garavan *et al.*, 1995: 7). HRD relies on learning, education, training and development. The functions include training and development; organisation design, career planning and development, job analysis and evaluation; and management development". The human element is cardinal in realising organisational goals. Rohmentra (1992) argues that the intense global market competition is a challenge to various organisations in Ghana.

2.5.1 HRD defined

According to Armstrong (2001: 513), HRD is 'concerned with the provision of learning, development and training opportunities to improve individual, team and organisational performance'. Edwards (1999) considers HRD as a process of leveraging or enhancing HR capacity through development. There is no doubt that HRD has become a business-led approach to building people capacity within a strategic framework (Armstrong, 2001 cited in Analoui, 2007: 162; Werner and DeSimone, 2006). It implies that HRD aims at realising people's or organisations' fullest potential to attain their set goals.

Thus, given the available opportunity, coupled with the right type of climate people can be assisted to realise their full latent potential or ability to contribute to organisational success (Rohmetra, 1998; Analoui, 2007). However, the lack of trained and competent technical people, as well as generalised HR officers, has been a significant challenge in the public sector in Ghana (Wood, 2000; Antwi and Analoui, 2008; Asumeng, 2013; Apau and Yobo, 2015; Abdul-Kahar and Sulaiman, 2017). Harbison (1973) identified two major categories of HRD namely: underdevelopment of skills, knowledge and talent of people in the labour market and those arising from under-utilisation of their abilities and capabilities. He further noted that firms should address this double-edged problem through training, education and learning by considering the critical element and priorities of HRD of an organisation or nation. According to Nadler (1974), the concept of HRD encapsulates four functions namely: Education, Training, Learning and development (see Table 2.2).

Table 2.2: Nadler's Conception of HRD

FUNCTION	FOCUS	PURPOSE
Education	Learning related to preparing the individual for different but identified job	Preparation of an individual for a defined job soon.
Training	Learning related to present job.	Improved performance on the present job for the individual
Learning	Using practice or experience gained from education and training to develop an individual, team or organisation.	Ensuring or realising a relatively permanent change in behaviour. It is critical to pay much attention to 'Transfer of learning' to the actual workplace, to achieve such aims.
Development	Learning related to the growth of the individual, and also associated with both present and future job requirement.	General growth is not related to any specific job.

Sources: Adapted from Rohmentra (1998); Analoui (1993, 2007); and Antwi (2005).

Development of a public servant's skill has not attracted much attention from the policy-makers in Ghana. Garavan (1997: 17) argues that SHRD centres on 'strategic management of training, development and education to attain desired organisational goals as well as ensuring full utilisation of skills and knowledge of employees.' It involves gaining learning experience through training, education and development. Maybey and Salaman (1995) argue that training, education and development activities help to leverage the skills, knowledge, general attitude and work capabilities of people required to deliver the present and future organisational objectives. Essentially, SHRD focuses on both individual and organisational effectiveness.

2.5.2 Learning

Armstrong (2005) refers to learning as a process whereby individual obtain knowledge, skills and capabilities. Analoui (2007) noted that the provision of learning opportunities is a key to achieve the desired capacity for change. Analoui further categorised the process of learning into three stages such as knowledge acquisition (what people require to know cognitively), skill practice or mastery (what individuals should be able to do) and behavioural change (what an employee feel about the work or job). As noted by Armstrong (2001: 531), the following factors influence the process of learning: motivation and purpose, interest and personal choice, learning by doing, making mistakes in a safe environment, individual autonomy to study, and receiving constructive feedback.

Research indicates that the culture in public organisations in Ghana impact negatively on learning (Ohemeng, 2011; Asumeng, 2013; Bawole et al., 2013; Apau and Yobo, 2014; Ohemeng et al., 2015). According to Bawole et al., (2013) learning in the public sector has become rhetoric. Ohemeng et al., (2015) argue that despite the attempt to use learning to help people to improve themselves regarding what they do in the public organisations the employee continues to perform below expectation. Active learning goes with rewards and motivation, mentoring, feedback and the use of appropriate techniques. Public sector organisations in Ghana lack the needed rewards and motivations to attain their desired goals (Bawole et al., 2013). Most often organisational behaviour is influenced by learning. Learning is the fundamental or starting point of driving human resource development (HRD) policies, strategies and practices to achieve the business objectives of the organisation. Considering active learning in relation to individual level, there is the need to create an

environment whereby people are encouraged to take risk and experiment, and the means to correct and learn from their experience (Armstrong, 2001; Analoui, 2011; Ohemeng, 2011; Asumeng, 2013; Bawole et al., 2013; Apau and Yobo, 2014; Ohemeng et al., 2015).

2.5.3 Education

Analoui (2011) describes education as the awakening of intelligence and development of the latent potential of an individual, which positively or negatively affect their knowledge, ability, cultural aspirations and achievement. Garavan (1995) contends that education is the teaching of new skills and knowledge which relates to a field or discipline but has no specific job focus. The school in Ghana requires a second look because there is not much emphasis on the technical and vocational area needed for the petroleum sector. Most graduates with expertise in the oil and gas are like a square peg in round holes (Ayelazuno, 2013; Ablo, 2015; Petroleum Commission, 2016). Education is vital to CB in Ghana, but it requires a holistic approach such as training and development.

2.5.4 Training

Training refers to a short-term planned and systematic approach to change or development of an individual's knowledge through learning for effective performance in an organisation (Garavan et al., 1995; Analoui, 2007; Ongori and Nzonzo, 2011). Training refers to the process of upgrading knowledge, developing skills, resulting in attitudinal and behavioural changes, and leverages the employee's ability to execute work effectively and efficiently in their organisations (Echard and Berge, 2008; Robert et al., 2004 cited in Ongori and Nzonzo, 2011: 187). Antonacopoulou (2000) argue that training modules or

programmes are narrower and focused on a specific activity rather than education which is broader and generic. Training is a fundamental component of CB programmes. Kiggundu (1994) argues that 'training regarded as the most popular prescription for addressing organisational' challenges in most developing nations.

The public sector in the oil and gas industry in Ghana does not place much emphasis on 'on-the-job training' (Ongori and Nzonzo, 2011; Asumeng, 2013; Apau and Yobo, 2014; Brenya et al., 2017). Armstrong (2001: 547-8) argues that for training to be effective and successful, the following conditions should be satisfied: individual motivation to learn, standards of performance set for trainees, learners guide, active learning, learner satisfaction from learning, appropriate techniques applied, time needed for absorption and learning, reinforcement of correct behaviour, varied nature of learning and knowledge of different levels and styles of learning. Coles (2000) concludes that 'on-the-job training is an effective method because the learner applies their practice in real time, the public sector in the oil and gas industry in Ghana instead prefers hiring of expatriates. Diagnosis of the public-sector organisations to resolve the ineffectiveness of training is imminent. Scholars argue that feedbacks are central to any training module in an organisation (The Manpower Services Commission, 1981; Kiggundu (1994). Kirkpatrick (1998, cited in Omar *et al.*, 2009: 3) outlines four levels of training programme namely: participant reaction, learning, application of knowledge, as well as impact. It is worthy to note that an effective performance appraisal in the public sector in Ghana which takes into consideration the cultural context could help attain the desired objectives of HR management (Ongori and Nzonzo, 2011; Asumeng, 2013; Apau and Yobo,

2014; Ministry of Energy, 2015; Petroleum Commission, 2016; Brenya et al., 2017).

2.5.5 Development

It is argued that development is about change and is an integral part of training and education (Antonacopoulou, 2000; Ongori and Nzonso, 2011). It focuses more on a learner than on the learning per se in HRD context. It is evident from the above argument that CB is about strengthening individual, organisation and society. It is important to note that acquiring knowledge and skills does not guarantee job performance; however, there is the need for development. Analoui (2007) argues that the concept of development links learning by offering the employee with the opportunity of 'choice and autonomy'. Development is a process and not constrained by parameters or formalities, but training and education are restricted by location. It helps employees to develop new competencies to meet future needs. It is achieved through the provision of a favourable learning climate and opportunities for employees to think and solve problems (Analoui, 2007; Ongori and Nzonso, 2011; Ablo, 2017).

Since the discovery of oil and gas in 2007, the Ghana government has invested heavily in the capacity building of local skills in-country and abroad (Ablo, 2015; Ablo, 2017). However, the country is not achieving the required expertise for the public-sector organisations (Ablo, 2017). For instance, the state lacks the necessary platform for such development. Appropriate policies and practices have been formulated to assist organisation's business objectives, but implementation and enforcement is a challenge due to lack of commitment of the organisations and the government of Ghana (Petroleum Commission, 2015; Ministry of Energy, 2015; Ablo, 2017). Proactive, broad intervention as opposed

to piecemeal interventions in response to specific problems in the oil and gas sector in Ghana is critical to the survival of the industry (McCracken and Wallace, 2000; cited in Analoui, Ohemeng, 2011; 2007; Ablo, 2017). Learning, training, education and development are interrelated (see Table 2.5).

Figure 2.5: The integrated relationship education, training, learning and development

EDUCATION	TRAINING	LEARNING
Awakening of intelligence and the development of latent potential. Irrespective of being formal or informal, it directly and continuously affects knowledge and abilities,	Short-term systematic modification of behaviour, through learning that occurs because of education, instruction, and planned	A relatively permanent positive or negative change in behaviour, that occurs because of practice or experience.

INTERMEDIATE OUTCOME

Increased know-how and intellectual capital

Improved skills and competences

Effective adaptation

Increased self-esteem and condition
Manipulation of the environment

DEVELOPMENT

Achieving continuous and fullest individual and organisational potential. Becoming increasingly complex, more elaborate and differential, by learning and maturation

Sources: Adapted from Senge (1990); Armstrong (2001), Antwi (2004); and Analoui (2007: 164).

The petroleum industry risks losing considerable knowledge, skilled personnel and expertise as older people retire and requires a succession plan in place to train and develop the next generation (Hays Oil and Gas, 2016). The research

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conducted by Hays revealed that 36 per cent of the employers surveyed noted that lack of succession planning for knowledge transfer to bridge the existing gap, and as well as skill retention is the primary cause of local skill shortage (Hays Oil and Gas, 2016: 37). Hays argues further that to address existing national skill shortage in the oil and gas industry in Ghana; HR managers should consider following areas, an ageing workforce, for example, the loss of workforce due to retiring employees, strict immigration laws such as localisation, and modern technological advancement. To bridge the existing local skill gap, Hays recommended the following measures:

- Training and development

- Changes to retention and recruitment and selection practices

- Internship and apprenticeships

- Engagement of retired staff

- Partnering with colleges and Universities

- Attracting potential female applicants (Hays Oil and Gas, 2016: 37)

The impact of skill shortages cuts across all departments, for example, engineering and design, operations, maintenance and production, geoscience and petroleum engineering, drilling and well delivery, construction and subsea pipelines, project control, petrochemicals, HSE/QC/QA and support services. Due to the foreseeable challenges of local skill in the petroleum industry in Ghana, the Petroleum Commission has initiated professional integration in the sector (Petroleum Commission, 2015). For example, two graduates attached to expatriates hired by the IOC's to learn on the job with the goal of taking over from them. For instance, Ghana National Gas Company is a beneficiary of that program. Since 2014, the Gas plant is operated by local expertise.

2.6   Impact of culture on HRM in Ghana

Research in Ghana indicates there is a significant relationship between organisational culture and employee behaviour (Apau and Yobo, 2014). Organizational culture shapes how the employees are expected to behave and adhere to rules and their approach to work (Ehtesham et al., 2011; Apau and Yobo, 2014). Notwithstanding the influence of Ghanaian culture on organisational and HR Management practice, arguably most public organisations in Ghana do not place much importance on corporate culture construct (Apau and Yobo, 2014). Unlike the developed countries, there has been scarce Ghanaian study on the relationship between these concepts (Apau and Yobo, 2014). Levis (2002), argued that the definition of organisational culture is elusive, and generally considered as shared value and belief among employees. Research indicates that public sector employee in Ghana engages in counterproductive work behaviour which affects organisational functioning (Dunlop and Lee, 2004).

HR Director at the Ministry of Energy in Ghana stated that the culture in the public service had rendered performance appraisal and feedback inefficient (Ministry of Energy, 2016). He argues that public sector employees do not place much importance on performance appraisal because it is not tailored towards individual development. A study conducted in selected Municipalities in South Africa revealed a statistically significant relationship between cultural influence an employee's attitude toward work (Van Stuyvesant-Meijen, 2007).

Research on organisational culture influence on employee behaviour in Ho Municipal Assembly in Ghana, Apau and Yobo (2014: 12) revealed that "more employees live by norms and values of the organisation". Asumeng (2013)

argues that public employee in Ghana are inclined to seek feedback where the perceived benefit outweighs the perceived costs (Asumeng, 2013). Asumeng further argues that "the implication in organisations when managers perceive the usefulness of feedback in enhancing performance and development, employees will take appraisal issues seriously. Ghana's public-sector organisations are noted for a culture of lackadaisical attitude to performance appraisal (Asumeng, 2013). The situation in Nigeria is not different because of the community's culture as well as political culture influence human resource management. Ayoade (2000) opined that subjective recruitment, selection, appointment and promotion in public service are influenced by organisation's culture, resulting in recruitment of incompetent people to the public sector in Nigeria. For example, the ratio of Nigerian employees in Saipem and that of expatriates (Izuogu, 2015). The culture, belief and political influence have a negative impact on HRM in the public sector in Ghana (Izuogu, 2015).

Organisational culture and political interferences mar the merits of recruitment and selection in oil and gas industry in Nigeria. Findings show that HR managers argue that adherence to regulatory recruitment and selection policies of Saipem is difficult to attain at the project site because of the two factors found within Nigerian work environment (Izuogu, 2015). Many scholars and researchers in the field of PA have continuously proven that there exists a unique and selfless motive among civil servants which makes them sensitive to pursue and advance the interest of the public when discharging their duties (Stillman, 2010; Brenya et al., 2017).

2.7   Developing Human Resource Strategies and Performance Appraisal Techniques

The unique feature of HRM is its strategic focus; this core section captures HR strategies, and the links to organisational and business strategy, as well as their impact in improving organisation performance (Farnham, 2015 p.161). This section explores the various human resource strategies and performance appraisal techniques and relates it to the research questions in an empirical perspective or context. The research sought an in-depth knowledge and understanding of the main issues relating to the research questions and objectives: Capacity building of human resource in oil and gas sector in Ghana: An exploration into Public Sector Capacity Building of human resource in the emerging oil and gas in Ghana.

According to Farnham (2015), the critical objective of any HRM strategy is to guide the process by which organisations recruit and deploy people and develop their capabilities to enhance organisational competitiveness. The emergence of HRM/D, its nature as examined in the previous section, this section discusses the significance of HRM strategies within public sector organisations in the oil and gas sector in Ghana, and how HR strategies developed, initiated and delivered. Also, the linkages between HR and organisational strategy as well as issues regarding effective and strategic leadership are establishment. Sears (2010) argued that dynamic and efficient management and development of HR is what he refers to as the search for talent, capacity building, and investment in human capital or the next generation. In recent times, quality HR must be flexible, versatile, multi-skilled, committed, and reliable to achieve the desired results or outcomes (Farnham,

2015). However, the HRM in Ghana's public sector depicts characteristics of personnel management (Farnham, 2015; Ministry Energy, 2016; For instance, at the Ministry of Energy, the core functions of HR concerns employee or labour management and piecemeal approach to issues. Considering labour utilisation, work during the early stages was factories and workshops which required a new discipline on the employees. The third stage was noted for flexibility, dynamism, reliability as well as commitment (Farnham, 2015). In the second period, there was reorganisation to engage the unskilled and untrained workforce. Thomason emphasised on four different HR strategies that were vital for different situations and served different business strategies (Thomason, 1991). The types of HR strategies Thomason indicated were as follows: pre-personnel management, traditional personnel management, developed a plan for employee flexibility and partnership strategy for employee commitment.

Unlike the first period, where labour acquisition was paramount and later switched to utilisation in the second, but recently, the emphasis is on trainability and personality traits and hinges on the capacity to respond to change and personal learning opportunities arising out of the creation of learning organisations and problem-solving.

2.8   Current approach and the development of strategy

Globally, cutting-edge firms are continuously depending on people to initiate and create new ideas and knowledge, and integrate the expertise in-house. It implies that the emphasis now centred on capabilities to attain competitive advantage rather than practices. Morris and Snell (2009) argue that the underlying mechanism for competitive advantage is by placing value on human capital, social capital and capabilities. Due to the local skill-gap in the petroleum

industry in Ghana, Tullow in corroboration with the government has initiated scholarship programs to build the capacity of Ghanaians (Tullow, 2017). In 2015/2016 41 graduates were offered scholarships to study abroad. Ghana National Gas Company has partnered accredited technical training institutions such as Takoradi Polytechnic and Kikam Technical Institute to provide industrial training for operations and maintenance services (Ghana Oil Watch, 2011; Twumasi-Anokye, 2013; Ghana Gas, 2015; Ministry of Energy, 2016; Benin, 2017). According to the Petroleum Commission (2015), there are many unemployed graduates with academic qualifications in areas of little relevance in the oil and gas industry in Ghana. Research indicates that HR strategy is debated at managerial and board level (Farnham, 2015; Analoui, 2007). It is imperative to recruit and manage talents and how that pool of employees relates. HR strategy in the twentieth century was centred on internal and external 'fit' but more recently looking for talent, managing diversification and strategy formulation and knowledge management.

Research has revealed that recent debate about effective and dynamic HR strategy, talent management has become critical to achieving success in a firm. Implicitly, firm competition is not only about sales, but also people, the workforce or employees who contribute to organisational performance (Caplan, 2011). The persistent shortage of local skills in the oil and gas industry in Ghana emanate from continuous exploration, and new oil finds. It is widening the existing local skills gap, and therefore there is intense competition for local talent capable of making a difference to the company's performance. The Local Content legislation (LI2204) stipulates that Ghanaians are the first option regarding employment (LI2204, 2013). The HR strategy focuses on the firm's

ability to attract, train, develop and retain high –performing individual and quality of people in an organisation (Caplan, 2011; Farnham, 2015). "This is supported by the process to develop investment in human capital, retain the commitment of talented people and utilise their abilities (Caplan, 2011). For example, GNPC has the policy to recruit, train and motivate them to stay for a more extended period (GNPC, 2013). Tansley *et al.,* (2007: 12) review research based on nine case studies and over 100 interviews arguing that a successful approach to talent management depends on agreed institutional criteria and talent management. The main findings of that research were:

- A proactive strategic approach to talent strategy management helps to develop a pool of talent to meet organisational goals

- Support for talent management must flow from top to bottom

- Early engagement of line managers is crucial to make them committed to talent management and its processes.

- Help to improve firms image and employer branding

- Capture Talent Management under HR policies and practices.

- Monitoring and evaluation of performance and progress is necessary

- HR specialists should provide guidance and support to integrate the talents.

Research indicates that in a knowledge-based economy where organisations rely on skills or talents, there is the need for a firm to have the right individual at the right time and in the right place to avoid 'human capital risk' which will impact negatively on firm performance (Farnham, 2015). To corroborate 'human capital risk', Howes (2009) argues that this nature of risk should be addressed immediately to avoid a decline in the performance of the firm. Howes further

emphasised that it is ideal to initiate a strategy to manage human capital risk to enhance awareness of human capital risk within firms, enforcing workforce planning. Talent management is prominent in the private sector. The public sector in Ghana has no policy for talent management (Ministry of Energy, 2015). In Ghana, the focus should be on forecasting, supply forecasting and analysing the existing HR capacity gap between current and future demand and supply because the industry is increasingly expanding and new oil finds are being made. These are the core activities of firms, which includes organisation design, development, resourcing and talent planning and development, learning, performance, rewards and motivation, employee engagement and relations, service delivery and communication (Marchington *et al.*, 2012). Petroleum Commission has put in place policy implementation strategies such as Professional Integration Programme, Internship and Practical Training, Educational and Sensitization Strategies and Career Development Strategies to attract talents and expertise of the youth and graduates.

2.9   Succession planning in the oil and gas sector

The recruitment of people with unique skills, and essentially coordinating their training and development helps the organisation to thrive (PWC, 2011). Find Great People (FGP) (2017) argue that succession planning is a systematic approach to ensuring leadership continuity within a firm by recruiting and coaching and encouraging individual staff growth and development. As a regulator, Petroleum Commission (2015) argues that succession planning is critical to the success and prudent management and utilisation of resources from the oil and gas sector by the indigenes. The government of Ghana envisaged the need to place much attention on succession about the local

workforce in the petroleum industry in Ghana. As part of thLi2204, Regulation 18(2) of the Local Content Regulation stipulates that succession plan submitted by the operator, contractor or subcontractor shall make provision for Ghanaians to understudy the expatriate for a period determined by the Commission on a case-by-case basis. A Ghanaian shall then assume the position occupied by expatriate after completion of the professional integration program (Africa Centre for Energy Policy, 2014: 14; Local Content legislation and Participation, 2013; Benin, 2017). The implementation of the succession has commenced, and the Petroleum Commission attached about 150 Ghanaian graduates annually to the foreign expatriates to understudy them, and eventually take over (Petroleum Commission of Ghana, 2015). The section 18(2) has made it possible for the local workforce at Ghana National Gas Company to take over the full operations of the Gas Plant from their foreign counterparts in 2017 (Ghana National Gas Company, 2017). Ghana Gas argues that succession planning is just not about recruiting people but rather having the right people, in the right place and at the right time (Ghana National Gas Company, 2017).

Previous research indicates that succession planning and retention are critical in every organisation in that, the number of people retiring exceeds the number of people being employed, massive cost of external searches, tight labour market, retention of existing expertise, future requirements and decreased employee loyalty leading to increased turnover (FGP, 2017; Farnham, 3015; Armstrong and Taylor, 2014; Africa Centre for Energy Policy, 2014). As noted by Iles and Preece (2010: 256) in reality few organisations, most especially public sectors, have highly formalised succession planning processes in place, and this situation is not different from the Ministries in Ghana. Analoui (2007)

argues that it is critical to dedicate proper time and effort towards succession planning especially in an emerging oil and gas industry such as Ghana with broad local skill shortcomings.

Arguably, succession planning can offer a continuous long-term competitive advantage for companies in the petroleum industry. In an industry where succession planning lacks the understanding of the organisations, in-depth knowledge of employee skills and experience and minimal awareness of their staff's performance is a significant challenge to succession planning. Undoubtedly, Ghana's oil and gas industry exhibits similar characteristics. The oil and gas industry in Ghana seems to lack an in-depth, corporate-wide succession planning programs which is a worrying situation (Ministry of Energy, 2015, PWC, 2011). It is argued that most individuals in Ghana have unmatched technical knowledge and experience that is vital to the petroleum industry's core mission in critical areas such as geoscience, offshore and international operations, reservoir engineering, completion and project management. As part of measures by the regulator, the Petroleum Commission has initiated a professional integration program to assist graduates in acquiring experience and integrating them into the system (Petroleum Commission, 2015; Benin, 2017). It is believed the shortage of such expertise and skills would cripple the industry. PWS (2011) argues that there is a considerable demographic disparity in the public-sector organisations. Research indicates that the oil industry is a male-dominated profession. Well planned and continuous succession planning helps organisations to think beyond hiring and promotion for today but instead considers skills for tomorrow (GNPC, 2015; PWC, 2017; Ministry of Energy, 2015; Analoui, 2007; Ablo, 2015; Dammn et al., 2011; Obeng-Odoom, 2014;

WorldatWork, 2013). It is critical for organisations to monitor and evaluate the performance and impacts of their succession planning effort to make the necessary adjustment to meet the set targets of the organisation. DeRosa (2011: 2) argues:

> "When it comes to identifying and developing future leaders, ignorance can be costly. Without a robust succession management plan, the company will have spent more money on recruiting and potentially replacing leaders who turn out to be the wrong fit."

Attracting and retaining talent is regarded as one of the top five critical risks of today's organisations (DeRosa, 2015). A survey by Harvard Business Review (2013) in DeRosa (2015: 3), only 15 per cent of North American companies had enough successors in the pipeline to succeed the impending vacancies in leadership positions. The Ministry of Energy (2015) notes that there are poor succession planning challenges and how to overcome them require robust planning and commitment. However, research suggests that not engaging high profile potential employees poses a problem in HRM in the public sector in Ghana (GNPC, 2015; PWC, 2011; Ministry of Energy, 2015; Analoui, 2007; DeRosa, 2015). It is worth mentioning that it is critical to measure the impact of succession management to avoid repeating the same mistake repeatedly by wasting money and time. According to Swailes (2016: 341),

> "TM concerns the identification, development, and deployment of employees deemed to have above average potential to contribute to an organisation."

Swailes argues that talent is a scarce high-potential current or future employee who when unearthed, developed, and deployed in critical positions leads to a disproportionately high contribution to organisations (Swailes, 2016). The local Content Project Director at the Ministry of Energy argues that succession planning is relatively underdeveloped at the Ministry, and clarity about expectations is a crucial success factor (Ministry of Energy, 2015). According to WorldatWork (2013: 39), Steve Tourek the senior vice president and general counsel at Marvin Windows and Doors noted that when the board is thinking about whether the company has the talent to execute its strategy, about the nature of retention risk and exposure to loss of key people, they turn to the HR department for input and analysis. Swailes et al., (2014: 16) suggest that "if inclusive TM is treated as a distinctive aspect of the network for talent, and as a separate topic for research and scholarships, then it requires a clear definition which in-turn requires a conception of the notion of talents and how it could be 'managed".

It is essential for HR managers to attend management meetings to brief them on the existing workforce and future requirements. Deloitte Centre for Energy Solutions (2013) argues that a dynamic organisation must transition from a reactive HRM to a more proactive institution, that does not only focus on what occurred but instead anticipate what might happen in future and execute the needed action, by pursuing a workforce analytics variation. For example, regulatory changes, economic outlook, labour supply shortages as well as labour demand increases. It is argued that the areas that require consideration in succession planning towards better and more actionable insights are the following; workforce planning, talent recruitment and selection, movement and

integration, and retention (Deloitte Centre for Energy Solutions, 2013: 3). Best practice thrives well where employee competencies are enhanced; they can develop their commitment and confidence with rewards to motivate employees and design appropriate methods for job execution. Employee skill enhancement is what is lacking in the public-sector organisations in the oil and gas industry (Petroleum Commission, 2015). The next section discusses performance appraisal systems.

2.10   Performance appraisal systems

To know the output or how well employees are doing it is necessary to evaluate and measure their performance. Employees past performance evaluated every year (Analoui, 2007). According to Aguinis (2005, 2):

> 'Performance management is a continuous process of identifying, measuring and developing the performance of individuals and teams and aligning performance with the strategic goals of the organisation.' Arguinis further argues that the five elements of performance management are agreement, measurement, feedback, positive reinforcement and dialogue.'

Cappelli (2008: 196) argue that an employee's failure impacts negatively on the organisation's performance. Implicitly the core objective of performance management is to reduce failure significantly. Performance management is the mechanism to achieve targets (Pulakos, 2009). Performance management has a direct impact on pay increases, promotion and personal development to improve an employee's lives and delivery (Allen and Rush, 1998). However, according to an action-research based case study in Ghana, Mensah and Badu (2015) found that pay increase and personal development do not hinge on performance appraisal. Research further indicated that HRM in the public

organisations must deal with an ineffective way of measuring and managing performance (Bawole et al., 2013; Mensah and Badu, 2015; Ohemeng et al., 2015). They argued that performance management is about effective communication of expectations to employees and to drive their behaviour to attain set objectives (Analoui, 2007; Pulakos, 2009; Armstrong and Taylor, 2016; Torrington and Hall, 1999). Bawole et al., (2013) conclude that the performance appraisal process has become rhetoric in Ghana's public service rather than a critical practice and the performance only gets praised rather than being appraised.

Performance management originated in the 20th century and developed by a scientific management movement, such as Warren (1972) and Beer and Ruh (1976). However, Grint (1993) noted that the concept of performance appraisal dates to the third century during Chinese practice about 1700 years ago. Arguably, formal performance appraisal has its root in the bureaucratic organisation during the 1950s (Terry, 1998; Swan, 1991). In recent years the term performance management which denote the process of performance planning and review has replaced the term performance appraisal. Scholars argue that well-documented performance appraisal is to ensure that judgements made are lawful, fair, defensible and accurate (Redman et al., 2000; Duleuicz, 1989). Some scholars argue that performance appraisal constitutes only the performance assessment and evaluation portion of performance management (Armstrong and Taylor, 2016). It is argued that the term performance appraisal denotes the traditional top-down approach, where managers use it as an instrument for command and control (Armstrong and Taylor, 2016). It is rather prudent to use the term 'performance review' to indicate that performance

management is not dominant but a joint action which requires dialogue and agreement. Performance appraisal is an instrument adopted to evaluate the performance of an individual as well as the organisation. Analoui (2007) states that performance appraisal has two objectives: to create a measure to assess an employee's performance level and secondly to create an evaluation system as an operational tool for the organisation. However, Facteau and Craig, (2001) indicated that the appraisal system is an instrument to measure competencies for improvement, to leverage one company over the other about the competitive edge or advantage.

The practice of performance appraisal is a critical element of the administrative culture of the public service in Ghana. Since the early 1990s, the government of Ghana has attempted to develop a systematic appraisal system as a strategy to obtain performance information in public and the civil service (Ohemeng et al., 2015). Despite this, the public-sector employees continue to perform below expectations despite individuals being promoted every year (Ohemeng et al., 2015). According to Bawole et al., (2013) performance appraisal process lacks objectivity in the public service in Ghana. Appraisal outcome or feedback is affected or influenced by cronyism, political affiliations, tribal and religious inclinations (Ohemeng et al., 2015). Performance management is about both individual and organisational change. The effectiveness of performance appraisal depends on the extent to which public sector employees accept the system as part of the organisation's culture (Ohemeng, 2011). Appraisers should understand what the term 'performance' means as well as awareness of the underpinning theories and how it has evolved over the years. According to Brumbach (1988: 387)

'Performance means both behaviour and results. Behaviour emanates from the performer and transforms performance from abstraction to action. Not just the instruments for results, behaviours are also outcomes in their right-the product of mental and physical effort applied to task-and can be judged apart from results.'

Brumbach argues that due to behavioural significance, appraisers or managers should go beyond the achievement of results because there is more to success or failure. The concept of performance states that when rewarding an employee for improvement in production, the factors considered should include both outputs (results) and input (behaviour) (Brumbach, 1988). However, Campbell emphasised that performance thrives on three determinants namely:

- Declarative knowledge which hinges on fact and other things

- Knowledge about the methods and the competences to achieve results

- Motivation to improve confidence and commitment to execute a task or role.

The three theories underpinning performance management are 'Goal Theory', 'Control Theory', and 'Social Cognitive Theory'. Goal theory' was developed by Lathan and Locke (1979). It involves four mechanisms linking firm objectives to performance. The mechanisms are to focus on priorities, stimulate effort, challenge employees to exhibit their knowledge, ideas and skills to improve outcome, and lastly the more the challenging the set targets, the more employees utilise their full repertoire of skill and potential. Control theory' concerns the feedback mechanism embedded in the appraisal system which helps to shape staff behaviour and to identify the existing HR capacity gap. According to Biggs (2003) feedback is a key to both the employer and the

employee to help them to appreciate the discrepancies, and to be able to address the challenges for the success of the organisation.

On the contrary, 'social cognitive theory' developed by Bandura (1986) emphases self-efficacy. It signifies that an individual's self-belief influences their performance. Performance appraisal is about goal-setting, feedback, and coaching throughout the year, which is lacking in the public-sector organisations in Ghana. Armstrong and Taylor argue that the development and strengthening of positive individual self-belief are vital to performance management system (Armstrong and Taylor, 2016). According to research conducted by Armstrong and Baron (1998; 2004) in Armstrong and Taylor (2016: 335) practitioners identified ten principles of performance management. They are as follows:

- It is about how we manage people and not a system

- Performance management is what managers do: a natural process of management

- A management tool that helps managers to manage

- Driven by corporate purpose and values

- To obtain solutions at work

- Only interested in the things we can do to get improvement

- Focus on changing behaviour rather than paperwork

- Based on accepted principle but operates flexibly

- Focus on development not pay

- Success depends on what the institution is and requires reflection on their performance culture.

The core objective of performance management is to improve current performance, provide feedback, increase rewards and motivation, identify

training needs, identify employees' capabilities, communicate expectations to employees, offer an opportunity for career development to bridge the capacity gap (Torrington et al., 2002). Strategic management firms must recognise their employees as the critical asset and should value them. Gomez-Mejia et al., (2004) stated that appraisal serves two primary functions: administrative (employee working conditions) and developmental (performance improvement). In contrast, others are of the view that the positive reasons attributed to the use of performance appraisal system are not the reality of an appraisal system in practice. In the public organisations in Ghana, performance appraisal is tailored to promotion without recourse to individual development. Despite the impotence of legislation to promote a performance culture in the public organisations, the government of Ghana attempted to deal with the failed performance management system initiated in the mid-1990s as part of the reorganisation of its administrative system (Dodoo, 1997; Ohemeng, 2011). According to Ohemeng (2011) attitudinal issues, incentives and sanction schemes, lack of personal development had significantly undermined the success of previous performance management in the public organisations in Ghana.

Townley (1989) argues that performance appraisal in organisations is a curse rather than a panacea for the attainment of organisational goals. The question is, what can be done to make performance management effective and efficient to achieve the desired need of the individual as well the organisation? Martinez and Martineau argue that performance management is not 'a stand-alone process but an approach to creating a shared vision of the objectives of the organisation, helping the individual employee to understand and share the workload to attain those goals' (Martinez and Martnieau, 2001: 1).

No performance appraisal is perfect, a reason why it has come under attack. However, Analoui argues that regardless of the potential problem associated with performance appraisal, understanding the foundations of performance appraisal, how to construct it and encountered are useful to the contemporary organisations (Casteter, 1989; Analoui, 2007: 202). An appraisal aims to attain individual and organisational effectiveness. Scholars have criticised the traditional performance appraisal because they were focussing on personalities instead of performance. Swan (1991) stated that during the 1950s performance appraisal was not complicated at the time, they were able to measure employee performance, outline training needs and associated promotion. Performance appraisal then was tailored to promotion and pay rises. Instead, no attention for continuous development of employees. It was conducted haphazardly, casual, not systematic and rather highly personalised to victimise some employees in the public organisations.

According to McGregor (1957), traditional PAS captured different approaches such as ranking, man-to-man matching and comparison, checklist, as well as forced-choice methods. It is surprising to note that most appraisers are not qualified to appraise employees. There were issues of bias, no validation and not aimed to build the capacity and competencies of the employees. The other problems that beset the traditional appraisal system were the modus of operandi of appraisers, where there was no feedback and productive dialogue and communication between the employees and the appraisers, political interference, cronyism, tribal and religious issues characterized the then appraisal system in the Ghana's public service (Phillip, 1983; Smither, 1988;

Larson, 1989; Wilson, 2002; Analoui, 2007; Nana-Agyekum, 2008; Antwi et al., 2008; Ohemeng, 2009; Ohemeng, 2011; Armstrong, 2014).

Due to the numerous challenges and criticisms of the traditional performance appraisal system, researchers diverted their attention to its effectiveness and later factored in feedback that is accepted by participants and their reaction (Bemardin et al., 1993; Mulphy and Cleveland, 1995). Gravina and Siers (2011: 277) argue that a model of a comprehensive performance management system should encapsulate both employee development and evaluative aspect. Gravina and Siers further noted that irrespective of several well-documented shortcomings, any meaningful and workable performance management model should include an appraisal component, and should be an output of a performance management process. It is not surprising many researchers stress on goal-setting, prompt feedback as well as continuous coaching (Austin and Villanova, 1992; Goomas, 2008; Aguinis, 2009; Gravina and Siers, 2011). It is essential to explore and find out how best organisations can adopt a more comprehensive approach and developmental performance management system and processes (Austin and Villanova, 1992; Analoui, 2007; Nana-Agyekum, 2008; Goomas, 2008; Aguinis; 2009; Ohemeng, 2009; Ohemeng, 2011; Antwi et al., 2008; Gravina and Siers, 2011; Armstrong, 2014).

However, research has shown that despite several arguments in favour of performance management, most public sectors in Ghana have not changed from the use of the traditional performance appraisal system. The organisational culture has influenced the low rate of feedback which impacts negatively on HRM in the public organisations (Asumeng, 2013; Ministry of Energy, 2015; Ohemeng et al., 2015). Aguinis stated that in this global market and

competition, research scholars and managers had developed an interest in Industrial and Organisation (I-O) psychology to initiate an effective performance management system (Aguinis, 2009). In furtherance legislation and reforms have taken place with the aim of improving the performance appraisal or management system, for example, the Equal Opportunity Legislation 1970 (Swan, 1991).

On the contrary, recent performance management system aimed to develop the competencies of the employee. GNPC has put in place a Competency Profiling of staff to be able to identify capacity gaps and administer the required training need to bridge the gap (GNPC, 2016). It also helps to realign individual objectives with the strategic goals of the organisation. The uniqueness of recent appraisal techniques is the provision of positive and prompt feedback and recognition of an employee accomplishment (Analoui, 2002; Shield, 2007; Armstrong and Taylor, 2016). Performance management entails four objectives namely; strategic communication, relationship building, employee development and employee evaluation (performance appraisal). Shield emphasised that the relationship between the developmental and evaluative purposes is a severe challenge and ensuring a harmonious relationship between them is very difficult (Shield, 2007).

2.11 Performance management cycle

Armstrong and Taylor (2016) argue that performance management is not an HRM technique but instead a natural process of management. Performance management cycle has four components; performance planning, managing performance, performance review (monitoring) and performance assessment. 'Performance planning' relies on performance agreement, and it captures role

profile detailing key results areas; the knowledge, skill and abilities (KSAs) needed as well as behaviour competencies required to execute the task (see Figure 2.5). Analoui argues that the core and the important aspect of performance planning are by aligning employee goals with the strategic objectives of the organisation; sometimes referred to as SMART objectives. Chamberlin argues,

'the real aim of setting objectives is for people to know what it is they have to do, when they have done it, that they can do the assigned job, why it has to be done (i.e. who for) and that is something they should be doing, and how they are progressing along the way'. (Chamberlin, 2011: 26)

Murphy *et al.,* (2004) stated that a shared view between the manager and the employee about the set target or performance is the crucial underlying planning, using criteria such as job, description, accountabilities, performance standards and measures, set targets and most competencies. It is prudent to employ a combination of approaches for all categories of staff to prioritise what needs to execute. Performance agreement arises out of employee role requirements and performance review (Armstrong and Taylor, 2016, Redman et al., 2000). Assessing past performance reveals future requirement by identifying the capacity gaps. However, in the Ghanaian public organisations that is not the case (Ohemng, 2015). The most critical issue that characterises planning is where agreement reached on measures and evidence rely upon to establish categories of competency (Beardwell and Holden, 200; Armstrong and Taylor, 2016). Analoui argues that the planning stage incorporates personal

development which outlines the learning and training development plan for the employee (Analoui, 2007). Arguably, managers have a part to play to support employees, and not just setting goals and criticising the performance.

Although managers make significant decisions, the organisation should create a room for consultation and discussion with the employees. The 'Act' stage deals with the performance improvement as well as the personal development plan. Management of performance is a continuous activity and should be carried throughout the year (Armstrong and Taylor, 2016). Ghana's public service appraise employee performance on an annual basis. It is argued that performance management should not be a yearly affair but should be a practice of setting direction, monitoring and measure performance (Bawole, 2013; Mensah and Badu, 2015).

In contrast, Agyenim–Boateng (2006) argues that the Public Service in Ghana appraise but do not include an assessment of performance. The performance appraisal in Ghana's public sector considers promotion and not personal development. However, performance appraisal that assesses employees is critical to the performance management cycle. Performance review is used to determine key performance indicators, and development issues are specified: measurement, feedback, positive reinforcement, dialogue as well as an agreement to be reached (Agyenim –Boateng, 2006; Armstrong and Taylor, 2016). During the performance review, give staff the opportunity to assess their performance to improve them self-believe to become an agent of change (Agyenim –Boateng, 2006; Armstrong and Taylor, 2016). Analoui (2007) believes where managers use the appraisal as an authority and control; it defeats the purpose of the appraisal system. The traditional performance

appraisal system was static, but recent performance management systems look at the past performance and administer the training needs to improve their knowledge, skills and abilities, and build on their capabilities to meet future challenges. Unlike traditional performance appraisal, a modern appraisal system considers the following rules when reviewing performance. Managers should be prepared, use clear structure, creation of conducive atmosphere, provision of prompt and useful feedback to individuals, time management, invite or encourage self-assessment, agree on measurable goals, avoid cronyism but instead focus on performance and not personality, involve individuals in performance analysis to end the performance review on a positive and acceptable note (Bratton and Gold; Townley, 1990; Analoui, 2015; Armstrong and Taylor, 2016). Regarding 'performance assessment' in the public sector in Ghana, Agyenin-Boateng (2006) argues that the civil servant takes performance appraisal serious only when they are due for a promotion. He further noted that the public service in Ghana does not use the appraisal to develop employees nor achieve organisational targets. In collaboration, Grint argues that,

> 'Rarely in the history of business can such a system have promised so much and delivered so little.' (Grint, 1993: 62).

The adoption of one method of performance appraisal system in Ghana's public organisation may sometimes produce doubt and unreliable feedback on performance. More recent research has argued;

> 'Ill-chosen, badly designed or poorly implemented performance management schemes can communicate the wrong messages entirely as to what the organisation expects from its employees' (Shield, 2007: 6).

Mensah and Badu (2015) found that staff performance in the public sector needed enhancement, as the current system was perceived to be bias, subjective and lack transparency. Mensah and Badu further emphasised that where the current system promotes staff irrespective of performance appraisal should be discontinued or reviewed. They argued that there should be a systematic and deliberate attempt to inculcate performance ideas into the culture of the public organisation, and attainment of performance targets rewarded (Farris et al., 2010; Mensah and Badu, 2015). Ghana's Public Services PA hardly serve the purpose. PA is meant to identify training and development needs of employees (Babiak et al., 2010), as the basis for rewards and promotion (Aguinis and Price, 208), however in Ghana many factors such as trust, affinity with the managers, perceived political affiliation, and ethnic background may influence employee selection for training or reward (Bawole et al., 2013). When the expectation is low in an organisation, it will have the corresponding effect on both the individual and the organisation. In Ghana, it is indeed the fundamental problem with the appraisal system because the public servants do not expect any reward and as such do not take it seriously (Ohemeng et al., 2015).

The analysis by Guest and Convey (1998) of 338 organisations performance management survey by Armstrong and Baron (1998) suggest that about 90% rated performance management as being moderately or highly effective. The research conducted by McDonald and Smith (1991) involving 437 public quoted US companies; found that companies with performance management systems recorded significant gains over the three-financial performance and productivity. Research indicates that a combination of two or more appraisal techniques and

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well-implemented performance management systems lead to high performance. Academics argue that performance appraisal schemes should involve an assessment during and after the performance review meeting using an overall evaluation, rating or visual evaluation (Agyenin-Boateng, 2006; Armstrong and Taylor, 2016).

Figure 2.5: Performance management cycle

PLAN
Performance planning-performance agreement
*Role definition
*Objectives
*Competencies
*Performance improvement
*Personal development

ACT
Performance activities
*Carry out role
*Implement performance improvement plan
*Implement personal development plan

REVIEW
Joint analysis of performance
*Dialogue and feedback
*Performance assessment
*Agree strategies
*Build on strength
*Agree areas for improvement

MONITOR
Manage performance through the year

*Monitor performance
*Provide continuous feedback
*Provide coaching
*Deal with under-performers

Sources: Adapted from Torrington et al., (2008); Boxall and Purcell, (2011); Marchington et al., (2012); Farnham (2015: 172).

2.12 Performance appraisal process and method in Ghana

The performance appraisal process specifies the goals of the organisation and how to attain specific standards; for example, to establish clear, sound objectives and include a measurable performance standard (Beardwell and Holden, 2001; Analoui, 2002, 2007: 211). Researchers argue that performance appraisal is usually based on an organisation's strategic focus, job analysis as well as a job description. Scholars opine that expectations from an employee must be clear and coherent enough for managers to be able to communicate effectively to employees and should be mutually agreed and acted on by considering the performance standards (Bratton and Gold, 1999; Beardwell and Holden, 2001; Boxall and Purcell, 2011). There have been several attempts by the Government of Ghana to alter the way public sector employee assessment is carried out to attain the expected goal (Bawole et al., 2013; Denkyira, 2014). Denkyira (2014) argue that there have been few studies of the PA system in the context of the public service. It is argued that the civil service and public service in Ghana have vague and unclear performance standards (Bratton and Gold, 1999; Agyenin-Boateng, 2006; Boxall and Purcell, 2011). Research shows that most employees in the public sector in Ghana guess what is expected of them because performance standards set in isolation from the employees (Agyenin-Boateng, 2006). Analoui (2002; 2007) argues that what to measure is more crucial to performance appraisal process than the evaluation.

The existing Annual Confidential Reporting System is a top-down instrument which did not allow employee input into the identification of performance targets, capacity gaps, and training needs. According to the HR Director at the Ministry of Energy promotion decision and other forms of motivation are not

based on the performance of employees in the public sector (Ministry of Energy, 2016). According to FWSA (2017), the government of Ghana always increase salaries of civil servants across-board because the existing performance appraisal system is ineffective. The appraisal process in Ghana's public service has five main categories. The first deals with the appraisees' personal information, general guidelines and objectives. The second part is the review of the performance of the employee in the public sector. They argue that there is no job description agreed for the period, so the appraiser is challenged in assessing employee performance over the past year (Ohemeng et al., 2015). PA in the public sector does not have an active feedback system which affects performance management (Agyenin-Boateng, 2006; Ministry of Energy, 2016; Ohemeng, 2015). It is argued that the public sector should communicate effectively and offer prompt feedback to the employee during and after PA. There is the need to create a two-way feedback and information system between the managers and the employees about the performance appraisal process. During appraisal process, the key indicator is the measurement to determine the actual performance, and to specify what is to be measured and how to measure it (Bratton and Gold, 1999; Beardwell and Holden, 2001; Boxall and Purcell, 2011). After measurement of performance, there is the need to compare the actual performance with standards, discuss the performance appraisal with the staff and embark on training needs or initiate corrective measures.

The third part is development. The appraiser is expecting to identify the existing capacity gap and then administer the kind of training needs to improve

performance. However, the traditional appraisal system in Ghana does not cater for individual development (Ohemeng, 2015).

The culture is that public sector employees do not take PA serious except when they are due for a promotion. The last two parts focus on setting objectives and making a record of appraisal interview. The expectation is that the appraiser will agree with the appraisee on the goal for the next period of appraisal. Expectancy theory explains that people expect some form of reward for the performance, but in Ghana, public servants do not expect any reward and so neither take PA serious (Asumeng, 2013; Bawole et al., 2013; Apau and Yobo, 2014; Mensah and Badu, 2015). Analoui (2007) indicated that managers often use four measures to assess an employee's performance; these are a personal observation, statistical reports, oral reports and written reports. However, Armstrong and Taylor (2016) noted rating, overall assessment, and visual assessment to measure the performance of employees. Each method of performance appraisal has its unique strength and weaknesses.

In ensuring reliability, researchers argue that a combination of two or more methods should be used to measure performance (Bratton and Gold, 1999; Beardwell and Holden, 2001; Boxall and Purcell, 2011). The implication is that the use of multi-ratters leads to credible and accurate information such as a 360-degrees appraisal. According to Ohemeng et al., (2015) employee expressed great reservation over the cumbersome nature of PA forms in Ghana. It is argued that unlike the yearly appraisal of public sector employees in Ghana, PA must be a continuous and not tailored towards promotion. Bawole et al., (2015) noted that PA in Ghana PS is not objectively carried out. In furtherance Bawole et al., argue that political affiliations, cronyism, tribal and

religious inclinations and favouritism affect feedback, identification of training needs and motivation in the PS in Ghana. Research has shown that where performance appraisers perceive performance appraisal as development in purpose, the outcome may be discriminatory and distort the goals; however, it becomes less biased where seen as an evaluative exercise (Agyenim-Boateng, 2005; McGregor, 1957). Swan (1991) argues that no performance appraisal method is free from challenges. Where cronyism, tribalism, political influences and racial discrimination are factored into performance appraisal by appraisers, it dampens the confidence and commitment of employees (Analoui, 2002; Wilson, 2002; Miner, 1990; Benedict and Levine, 1988). In Ghana, the most severe problem is that appraisee completes the PA forms then supervisor signs (Larbi, 2001; Denkyira, 2014). The other problem revealed during this study is the incompetence of appraisers in Ghana's PS. Many of the appraisers are untrained, and the HR, which is the hub around which the appraisal system revolves is weak. The purpose of performance management aims to review salaries, conditions of service, and as well as promotion (Long, 1986; Analoui, 2007; Agyenin-Boateng, 2005; Analoui, 2007; Campion, 2008).

However, in Ghana's public sector the purpose of PA is defeated because performance does not reflect in salary increase (Ministry of Energy, 2016). According to Ohemeng et al., (2015: 180) PA system which is a vital part of public administration system has become a mere formality, and the information gathered is not utilised in any meaningful way to enhance individual or organisational performance. Bawole et al., (2015) argue that PA in the PS has developed into a negative administrative, cultural trait in Ghana; and this has implications for the performance of the service and human resource

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development. To corroborate the research by Bawole et al., (2015), it is argued that PA is inefficient, and there is the need to continue to find new ways to address the existing challenges by examining the problems associated with the development and application in the public sector in Ghana (Denkyira, 2014; Mensah and Badu, 2015; Ohemeng *et al.*, 2015). Armstrong and Taylor (2016) argue that in line with results from performance appraisal management considers succession and employees career development planning as critical. In 'bureaucratic organisation' such as the public sectors in Ghana, the appraiser sometimes distorts the performance appraisal information to favour staff when their promotion is a promotion (Ohemeng et al., 2015). Therefore, the need to make employees accountable for their action by specifying the roles and responsibilities of each employee at every level. Each organisation should clarify and define performance expectations, identify current and future training needs to help to improve the performance of employees (Analoui, 2007; Armstrong and Taylor, 2016; Cash, 1991; Schofield, 1996; Coates, 1993). IPM argued that there was no readily available and comparable measure of employee performance in the public sector (Institute of Personnel Management, 1992).

Research has revealed that irrespective of the challenges associated with performance appraisal the concept is workable where the following measures are considered during the implementation stage; using behaviour-based tests, combination of absolute and relative standard, provision of prompt and continuous feedback, use multiple appraisers, usage of peer evaluation, 360-degree performance appraisal and most importantly train appraisers to make them more efficient and accurate (Murphy, 1985; Brumbach, 1988; Randell,

1989; Bratton and Gold, 1999; Agyenin-Boateng, 2006; Analoui, 2007; Shield, 2007; Campion, 2008; Brown, 2010; Boxall and Purcell, 2011; Armstrong and Taylor, 2016). Notable research by Bernardin *et al.* (1995) found an improvement insubordinate and peer ratings which were followed by 360-degree feedback.

2.13 The nature of performance appraisal in Ghana before and after 1990's

Performance appraisal in the public service in Ghana before the 1990s was conducted using annual reports and financial statements audited by the Auditor General Department. Performance appraisal of employees was assessed using Annual Confidential Reports (ACR). It is argued that the system was fraught with bias, cronyism and abuses, discrediting the system and made it useless (Ayee, 2001; Nkrumah, 1991). Ayee (2001) noted that the Annual Confidential Report sought to evaluate an employee's personal behaviour traits rather their performance.

In contrast, Armstrong and Taylor (2016) argue that job-related performance criteria must take priority over the behavioural traits that are an evaluation by objective. According to Analoui and Fell (2002), public service employees are expected to be appraised but not evaluated. Research indicates that performance appraisal used to be the preserve of the private sector, but in recent times most public organisations in Ghana have adopted it (Redman et al., 2000; Fletcher, 1997; Ohemeng, 2011; Asumeng, 2015). The lackadaisical attitude of public sector employees in response to performance appraisal remains a worry (Ayee, 2001; Analoui and Fell, 2002; Wilson, 2002). Fair Wages and Salaries Commission (2017) emphasised that the

'Civil Service Performance Improvement Programme (CSPIP: 1994-2003) was aimed among other reform initiatives at providing an objective basis for monitoring and assessing the performance of civil servants and civil service institutions through the explicit goal and target setting.'

As noted by Schofield (1996) PA was introduced in Ghana public sector institutions in the 1970s upon the directives of the then government. However, Ohemeng (2009) argue that (CSPIP, 1994-2003) was the significant and first attempt by the government of Ghana to reintroduce and revolutionise the performance management system in the public sector. Due to the bureaucratic nature of the public sector, the government initiatives reinvent the wheels of performance appraisal in Ghana failed abysmally (Larbi, 2001 and Ohemeng, 2006; 2008).

According to a Public Services Commission (PSC) document titled; 'Performance Management Policy for the Public Service of Ghana' Performance Agreement System (PAS) was introduced in 1997 to provide an objective means of assessing the performance of senior staff of the Civil Service covering Chief Directors (CDs) in the Ministries, Regional Coordination Councils (RCCs) and Directors in the various Ministries, Departments and Agencies. The system was operational from 1997 to 2008. It was ad-hoc in its implementation and had no feedback mechanism. For the other Public Services, a hybrid of performance appraisal models has evolved based on the difficulties of the time and the dictates of their various Governing Boards/Councils. It is argued that some of the Boards or Councils members were not particularly aware of their roles and

responsibilities in ensuring an efficient and operational performance management system' (Fair Wages and Salaries Commission, 2017).

FWSC argues that formal regulation seeks to links employee performance to pay increase or adjustment. However, the standards ignored. For example, the public organisations do not set performance targets, appraisal not done regularly, but conducted where the employee is due for promotion (Fair Wages and Salaries Commission, 2017). Irrespective of the awareness of the existence of 'performance appraisal forms' within the Public Service, and public organisations are mandated to appraise their employees at least annually, but many organisations do not conduct performance appraisal on a yearly basis. According to FWSA (2017), the government of Ghana always increase salaries of public servants across-board because the existing performance appraisal system is ineffective. The implication is that salary increments in the public service are not based on the performance of the staff.

2.14   Recruitment and selection strategies

Human resource management in any organisation centres on recruitment and selection in the management of people, which brings quality and capable individuals to boost the competitive nature of the global market (Bratton and Gold, 1999). Armstrong and Taylor (1916) refer to recruitment as a process searching and engaging the individuals the organisation requires, while selection concerns the aspect of recruitment that decides on the applicant to be appointed to the position or to do the job. According to Watson (1994), recruitment and selection is a process that solicits and interests potential appointees and determines whether it will be ideal to appoint them. To leverage

an organisation's competences depends on the recruitment and selection of the right individual required by the firm.

Primarily, to attract a candidate the organisation should identify, evaluate and employ high-potential applicant. Recruitment and selection sometimes based on ad hoc demand to fill new post, replacement, transfers, death, accident and expansion into new activities. The question is, what job must be filled and when? It sets out the competency requirement. Regarding recruitment for a position, the first consideration should be given to the existing staff; the internal employees must be given the first option to apply for the job (Analoui, 2007; Armstrong and Taylor, 2016). There are several research findings to substantiate the need for effective and strategic recruitment and selection to augment business performance and outcomes, about the study of the impact of HR management on business performance, Peterson *et al.* (1997) revealed that proper recruitment and selection lead to positive effects on production and profitability. Petterson et al., further argue that the method should be sophisticated enough to include training and performance appraisal because it has become critical in HRM/D perspective.

However, a study conducted on the strategic significance of recruitment and selection found these three vital issues that have accounted for the importance placed on it; demographic trends and changes in the labour market, the urgent need for multi-skilled and flexible workforce and teamwork, and corporate strategy and HR management. The other issue that is critical in recruitment and selection relates to the required workforce an organisation needs. It is regarded as a success factor for all organisations, and workplace diversity is a multifaceted concept which calls for the analysis of recruitment strengths and

weaknesses, analysis of requirement and identification of the source of candidates (Analoui, 2007; Armstrong and Taylor, 2016). Globally emphasis is now placed on the diversity and flexibility nature of the business workforce.

Analoui argues that diversity is not about male-female or white/black, but instead, it concerns our relatedness, our connections, interaction and engagement to position the organisation for future business opportunities and competition. In a competitive market, diversity refers to the strategic asset of a company. Based on the impact of diversity, Analoui (2007: 125) enumerated the following benefits:

- Greater creativity – Employee diversity can stimulate consideration of less apparent alternatives

- Better problem solving-Homogenous groups are prone to a phenomenon called groupthink, where all members quickly converge a wrong solution because they share the same mindset and view the issue the lens of conformity.

- In globalised competitive and rapidly changing business environment, flexibility contributes to business success.

It is believed that recruitment and selection play a critical role in HRM in every organisation, and has social and legal implications. Analoui argues that creating a pool of high-quality applicants to fish from is vital to the survival of an organisation. For instance, the Petroleum Commission has established a digital database for recruitment and professional integration program (Petroleum Commission, 2015). It argued that recruiters should plan the recruitment stage thoughtfully, manage and conduct it effectively. Torrington *et al.* (2002) noted that recruitment could be very costly and a complicated process when the

appropriate methods are not applied and must be repeated. In corroborating the above message, Analoui (2002) argues that recruiters should approach recruitment and selection with care and consideration to arrive at the right people for the right job, but inefficiency leads to high turnover and high administrative cost. For recruitment to be active and efficient, organisations should focus on potential employee's commitment and flexibility and adopt appropriate methods to attract the required people for the organisation. An employee's ability to respond to and deals with continuous changes and uncertainties in the business environment is a mark of a quality employee (Bratton and Gold, 1999; Analoui, 2002; Torrington, 2002). It is vital to use different employment systems to recruit different sections of the workforce to incorporate flexibility in the recruitment process to meet the desired requirement of the organisation. A notable feature of flexible firm model creates a 'buffer' to guard against the impact of external pressures on core workforce (Bratton and Gold, 1999; Analoui, 2002; Torrington, 2002).

Contrary, Beardwell *et al.*, (2004) argue that there is no research to support the view above. It is argued that the inability and unwillingness of some managers to adopt a strategic approach to business decisions affect the quality of recruitment of people (Sisson and Margerison, 1995). It could be inferred from the statement above that, flexible workforces learn new and changing skills to leverage the knowledge to perform well. An employee's commitment to work has attracted much attention in recent days in Ghana. The level of employee commitment has a positive impact on their delivery and should be appreciated by the employer. However, recruitment into the public sector is affected by political decision and affiliation, tribal, community pressure for slots and

favouritism (Brenya et al., 2016). The other areas associated with recruitment and selection concerns attraction of potential applicants to an organisation. Research indicates that potential applicants under-perform and leave an organisation if they realise they do not fit into the system (Schneider, 1987; Bratton and Gold, 1999).

Attraction to a firm depends on the employee's interest and personality. According to Brenya et al., (2016) it is surprising that most people are willing and ready to move from public sector to private sector at the least opportunity which confirms what the HR director at the Ministry of Energy said during a face-to-face interview. Analoui (2007: 127) enumerated the characteristics to consider before recruitment and selection devoid of tribal and partisan consideration:

1. Potential applicants must possess the competence desired by the organisation
2. Are capable of self-development
3. Can initiate practical ideas
4. Make a few mistakes and are rarely absent
5. Generate high customer satisfaction
6. Stay with the business for a long time
7. Generate a high return for the money they are paid (Sullivan, 1997)

2.15 Equal opportunity in recruitment and selection in the public sector in Ghana

Article 17(2) of 1992 constitution of Ghana ensures equality and freedom from discrimination on the grounds of gender, race, colour, ethnic origin, religion, creed or social or economic status relation to employment. The Constitution of Ghana and the Labour laws prohibit discrimination based on race, sex, ethnic origin, creed, colour, religion, social, or economic status (Constitution of Ghana, 1992). Part VI of the Labor Act 2003 (Act 651) in Ghana ensures the protection of working women and Part V protects workers with disabilities. Section 68 specifies that every worker shall receive equal pay for equal work without distinction of any kind. Clause 46 of Act 651 offers special incentives for the employment of persons with disabilities, and section 53 places emphasis on training and retraining to enable the worker to cope with any aspect of the job. According to Higginbottom (2003), equal opportunity legislation enforced on organisations ensures the right of individuals to work in an organisation and entitled to progress and development in any organisation based on merit, who directly and indirectly discriminated, for instance, gender, age, sex, disability and race. The thrust of equal opportunity is to discourage discrimination irrespective of colour, race, tribe, political affiliation and cronyism in employment (Ghana Labour Act, 2003). The where management of diversity plays a critical role, by integrating minority and non-traditional employee; manage their diversity as a competitive advantage. Redman and Wilkinson argue that equal opportunity is reactive, but diversity is proactive (Redman and Wilkinson, 2001).

There is the need to unite the individual with different mindsets, language and religions under one roof. It is argued that diversity is strength and serves as the

driver for initiatives and innovations of tomorrow and build some form of bonding among groups and association all over the world. In Ghana, the current minimum wage of GHc8.00 cut across board irrespective Age, sex or tribe; however, in the UK, for example, minimum pay rate varies according to Age (Gov. UK, 2017; Government of Ghana, 2016) (see table 2.3).

Table 2.3 Current National Minimum Wage in England

Current rate / Age discrimination				
Year	25 and over	21 to 24	, 18 to 20	, Under 18	Apprentice
April 2017	£7.50	£7.05	£5.60	£4.05	£3.50

Source: Gov.UK (2017)

Researchers and labour experts argue that the objective of equal opportunity is to eliminate practices discriminately in organisations (Bratton and Gold, 1999; Analoui, 2007; Redman and Wilkinson, 2001; Armstrong and Taylor, 2016). It is worth to mention that the law on equal opportunity was passed to instil discipline and to ensure fairness as well as to protect the minority and disadvantaged persons or groups. Though certain organisations frown on equal opportunity, however, it enhances performance and has a positive drive on recruitment and selection. It helps in quality staffing, retention of high performing employees because organisation values all employees. Ross and Schneider (1992) argue that firms can derive enormous benefit from equal opportunity legislation in place such as:

- Create a broader range of creative and initiative for addressing a problem

- Enhances employee performance because it affects recruitment and selection criteria positively.

- It facilitates the retention of high-quality employee and train and develops them.

- Improve motivation, commitment, and self-confidence leads to high productivity

- It eliminates waste and improves profitability (Ross and Schneider, 1992).

Irrespective of the existing law and policy of equal opportunity, Beardwell et al. argue that there is the need for awareness creation of the code, where and how to receive redress when suffering such discrimination in an organisation (Beardwell et al., 2004).

2.16   Concluding remarks

This chapter has outlined the concepts of human resource management (HRM) about public organisations in Ghana. It discussed the general overview, origin and development of approaches to HRM. It attempted to distinguish between the 'Soft' and 'Hard' models of HRM and their characteristics in managing employees and their performances. This chapter has discussed the theoretical perspective of the capacity building about public organisations in the petroleum industry in Ghana. It analysed the envisaged local capacity needs in the petroleum sector in the country, including strategies and practices in the public organisations.

Human resource development issues outlined and discussed approaches to local capacity building. The study further examined the four functions of HRD, learning, education, training and development in the perspective of the petroleum industry in Ghana. It discusses HR strategies in the petroleum industry in Ghana in the context of public organisations in the petroleum industry. The chapter reviewed the importance of succession planning in the context of Ghana. Performance appraisal has been discussed, including inefficiency of the appraisal techniques in the public organisation. The researcher considered appropriate methods of recruitment and selection in the public organisations in Ghana and factored in equal opportunity and its impact on selection strategies. The next chapter presents the methodology of the study.

CHAPTER THREE: RESEARCH METHODOLOGY AND DESIGN

3.1 Introduction

This chapter provides a helpful look at the methodology, functions, methods, approaches and data gathering instruments adopted for the study. It discusses in detail the logic and philosophy of the research enquiries and methodological issues involved. The next is the negotiation of access to the organisations selected for the research. It also discusses the various types of research designs and as well as the research design used for the analysis. The chapter reflects on research methods and data collection procedures. The study has discussed triangulation and research instruments for the study. It also captures discussion on issues such as piloting of research instruments, sampling frame and technique adopted as well as interview guide and questionnaires used for the study. The final part of this section discusses the ethical issues, constraints and limitation of the study. The chapter ends with conclusions and closing remarks drawn from the discussions.

3.2 Methodological foundations and nature of research

This section of the study concerned the philosophical foundation of the thesis. In developing a research proposal for an investigation, it suggests the two fundamental questions require answers. According to Crotty (2012: 2), the researcher needs to consider first the methodology and methods to be employed for the research. Onwuegbuzie and Leech (2005) argue that philosophical orientation guides the author in the selection of an appropriate topic, including the choice of research instruments employed for the study. The study adopted a pragmatic approach which encapsulates both quantitative and qualitative research methods, as well as various data analysis embedded in the approach chosen. A pragmatic approach to research is laudable and critical to this study in knowledge construct (Creswell, 1994, Tashakkori et al., 2005; Teddlie and Tashakkori, 2012). The two related concepts must be distinguished, in the sense that they are sometimes used interchangeably in most literature on research. Blaikie (1993: 7) notes that "methodology used often; instead method is more appropriate." Research methodology encapsulates how theories are generated and tested, what type of logic used? What criteria the study must satisfy, what assumptions the researcher used and how particular theoretical perspectives can be related to research problems (Blaikie, 1993: 7; Creswell, 1994, Tashakkori et al., 2005; Bryman, 2012; Teddlie and Tashakkori, 2012). On the other hand, Blaikie argues that the methods of research are the actual techniques or procedures employed to collect and analyse relevant data about some research question or hypothesis (Blaikie, 1993: 7).

In considering methodological literature, Blaikie (1993a:12; 2001) argues that researchers should refer to the two dimensions on which assumptions are made about how we know the world and can create knowledge about that world. Classically, scholars view philosophy into three categories namely: value theory, metaphysics (ontology) and epistemology. Ontology is the study of being (Blaikie, 1993: 6; Bryman, 2008; Crotty, 2012: 10; Bryman, 2012). 'Epistemology is concerned with providing a philosophical grounding for deciding what kinds of knowledge are both adequate and legitimate.' That is how we know what we know. There are two main schools of thought about how to study the world namely 'positivism' and 'anti-positivism'. Positivist opines that the world exists independent of the mind and thought.

On the other hand, the anti-positivists argue that the 'world' is dependent upon the mind and thought. Crotty (2012: 10) argues that each theoretical perspective encapsulates a certain way of understanding what is 'ontology' and also a certain way of understanding what it means to know 'epistemology'. From an epistemological point of view, the positivist or objectivist hold onto an objective knowledge (facts) that knowledge is created from direct experience or based on experience, thus empiricism and materialism (Robson, 2011: 20). Bryman (2008:13) supports the position saying, "positivism is an epistemological position that advocates the application of the methods of natural sciences to the study of social reality and beyond". The anti-positivist or subjectivist argues that knowledge is created based on reason (Robson, 2011; Greetham, 2006:15). There is quite a range of epistemologies namely: objectivism, constructionism, subjectivism, realism and Pragmatism.

The objectivist epistemology holds the view that reality is outside consciousness (Crotty, 2012). However, constructionist epistemology rejects the notion of human knowledge. Crotty opines that unlike constructionism, with subjectivism epistemology meaning or understanding is created out of nothing. There are many ways of dealing with social reality. For example, social scientists study the social world from different 'paradigms' (Masterman, 1970; Kuhn, 1970; Burrel and Morgan, 1979; Kamoche, 2000; Agyenim-Boateng, 2006; and Crotty, 2012). The term paradigm refers to "a network of commitments: conceptual, theoretical, instrumental, and methodological" (Kuhn, 1970a: 42; Creswell, 1994; Onwuegbuzie and Leech, 2005; Tashakkori et al., 2005; Agyenim-Boateng, 2006: 156; Teddlie and Tashakkori, 2012). Kamoche argues that paradigms serve as a guide to a scientific study within a scientific stance (Kamoche, 2000). Kuhn argues that science does not progress through a linear accumulation, but instead undergoes a periodic revolution, which he referred to as 'paradigm shift'. Paradigm is the way people see the world.

The philosophy of science centres on two main stances namely: subjectivist and objectivist (Burrel and Morgan, 1979: 7; Esterby-Smith et al., 2001; Robson, 2011: 17; Crotty, 2012). These paradigms inform a researcher of how to obtains, investigate or create knowledge (Crotty, 2012). Burrel and Morgan typology encapsulate functionalist – positivist, radical structuralist – post-positivist, radical humanist- interpreted realism, and interpretive –relativism (see appendix 3.1). The two dimensions that Burrel and Morgan (1979) emphasises are subjective-objective dimensions and the nature of society concerning 'radical change' perspective (see figure 3.1). Studies conducted by Simmel (1936); Mead (1938) and Weber (1949) infused an element of realist paradigm

or thought into a functionalist model to bridge the gap between the distinct traditions. The two extreme vertical columns represent subjective-objective stance on the philosophy of social science research or study. Kamoche (2000) on the other argues in favour of multi-paradigm research methods (see Table 3.1).

Table 3.1: The four paradigms for the analysis of social theory

	Radical Change		
Subjective	Radical Humanist	Radical Structuralist	Objective
	Interpretive	Functionalist	
	Regulation		

Source: Adapted from Burrel and Morgan (1979: 22), Kamacho (2000).

Pragmatism was relevant to this study involving an exploratory approach which commenced with the collection and analysis of both quantitative and qualitative data using a survey questionnaire and interviews, coupled with secondary data analysis. The study conducted a pilot survey, and an interview to check the clarity and ambiguity of the questions which helped the author to change some of the survey questions. The study also ensured that some of the secondary data collected were updated to authenticate the argument adduced in the thesis. The next section of this chapter next discusses the merits of mixed methods adopted for this research.

Bryman (2006a) argue that adoption of mixed methods helps to combine qualitative and quantitative research to triangulate findings to mutually

corroborate them to produce a comprehensive account of the area of the enquiry to enhance the credibility and integrity of the results. Though writers argue that mixed methods are not even desirable in that, the idea of research carry epistemological commitments and that each approach, qualitative and quantitative method have separate paradigms (Smith, 1982; Hugh, 1990). However, to complement the approach adopted for this study, Macha *et al.*, (2012) argues that the senior and junior staff survey offered a broader scope and perceptions of the issues under investigation, while the interviews produced well-informed information in relation to HR capacity gaps and the various strategies adopted by the organization to address the existing challenges. To substantiate the research methods selected, they argued that semi-structured interviewing was conducted before a British national survey on sexual attitude and lifestyle (Wellings et al., 1994). Arguably, it is a useful way of building on the initial findings by employing a different approach (Onwuegbuzie and Leech, 2005; Creswell, 2009; Bryman, 2012). The study adopted a sequential exploratory approach where follow-up interviews were influenced and informed by the initial survey data collection and analysis. The sequential exploratory approach led to a more thorough investigation.

This study purposely selected the HR Director/Training and Development Officers believed to have a fair knowledge of local skill capacity building in Ghana's oil and gas industry for the interviews. However, the survey questionnaires were administered using a simple random technique, which cut across both junior and senior staff, and factored in gender, due to the perceived nature of oil and gas sector as a male-dominated industry. It is important to state that the survey phase assisted the study to identify and make the

necessary arrangements with the interview participants and created the needed rapport for successful interviews. To complement the mixed methods approach adopted for this study, Ablo (2015) collected and analysed the quantitative and qualitative data sequentially, and triangulated the findings and corroborated it mutually. Many studies have adopted mixed methods whose analysis and results are credible and its accuracy improved (Howe, 1998; Jamieson, 2000; Onwuegbuzie and Leech, 2005; Suraratdecha et al., 2005; Harkness et al., 2006; Akazili et al., 2012). Mixed methods provided an understanding phenomenon better than one way, and enhanced the author's confidence and served a tactical purpose in improving the credibility of the study. Lastly, the use of mixed methods arguably is recognised by International Organisations and businesses globally, especially when searching for research funding or a publication, as writers opine that mixed methods research has become methodologically fashionable (Sandelowski, 2003).

3.3 Negotiating access to the organisations for data collection

In researching an organisation, the first point of call is to obtain permission for access to the organisation chosen for the data collection (Lindsey, 2005; Antwi and Analoui, 2008; Robson, 2011; Bryman, 2012). According to Robson (2011: 400), much real-world research takes place in settings where the researcher requires formal agreement from the participant or head of the organisation to gain access. Hayes (2005) instead refers to as a 'long and winding road'. Ohemeng et al., (2015: 184) argues it vital to write formally to the head of the said institution for access and clearly state the purpose of the research, and what the author intended to use the data or information obtained. Complementing Ohemeng et al.'s., argument, research in local content and

participation in Ghana's oil and gas industry, Ablo stated that when the request for access is approved, HR director introduces the researcher to the staff of the organisation. Most often indicate to you who to contact should you require any assistance, clarification and information needed to aid the data collection (Ablo, 20015: 322).

This study's data collection process was in line with the argument adduced by the above writers. Before this data collection, I had prior communiqué with the HR directors of the four selected organisations a year before the data collection in 2014. The study followed up with formal letters including the information sheet addressed to the Heads and the HR directors of the selected organisations before the data collection from the University of Bradford (see Appendices 1 and 2). The various organisations agreed the research was for academic purposes and that the data is destroyed after writing-up and article publications within two years after completion.

Upon approval for access to the organisations, I was asked to sign Data Release Policy which spelt out the terms and conditions of the data release policy agreement (see appendix 6). A couple of the selected organisations asked the investigator not to capture the total number of their staff in the thesis as part of their data protection act. I was introduced to the heads of the various departments and sections at each organisation, which facilitated the data collection.

3.4 Sampling strategy

According to Robson (2011) sampling is a critical aspect of social research and should be treated as such. Writers argue that sampling considerations pervade all aspect of research and crop up in various forms irrespective of what type of

research strategy is adopted for a study (Lindsay, 2005; Okumus et al., 2007; Bryman, 2012; Robson, 2012). Varkevisser et al., (1993: 195) refers to sampling as "a process of selecting some study units from a defined study population." This study adopted a simple random sampling for the survey of both senior and junior staff at the head offices of the organisations, involving males and females. The rationale was that each person in the sampling frame has an equal chance of being included in the sample of the study. The study emphases on a sampling of staff for the interview or questionnaire. The study used simple random sampling because the study aimed to avoid human bias, and the process was done without their knowledge until the researcher contacted the participants (Lohr, 1999; Groves, 2004; Bryman, 2012).

The sampling size (400) was a representative of the population at each head office. Secondly, I employed a purposive sampling strategy for the interview to collect the qualitative data for the study. At least two HR directors or training and development officers are purposely selected and interviewed. The rationale was to interview experts or professionals who have fair knowledge in local skill capacity building in the petroleum industry. The sampling strategy of this study is believed to provide a representative sample which is more likely to be the outcome when the entire office staffs (population) are employed.

Before this study, I researched into the capacity of the Local Government Services in Ghana. Secondly, I had the opportunity to be part of the researchers who carried out Human Capacity, Physical Infrastructure and Facility Audit for Local Government Service Secretariat in 2011 in Ghana.

The rationale for selecting the four organisations: Ghana National Gas Company, Ghana National Petroleum Corporation, Petroleum Commission was

because they are the primary public stakeholders in the petroleum industry in Ghana. The study selected four organisations for this research. The selection depended on the nature of the research questions and objectives. The focus of this study concerns exploration of the local-skill shortcomings in the oil and gas industry in Ghana. The four organisations were selected for this study because:

- The Ghana National Gas Company (GG) has the sole responsibility to operate and manage the Gas Processing Plant (Ghana National Gas Company, 2015),

- Petroleum Commission (PC) is also the single regulator in the oil and gas industry in Ghana (petroleum Commission, 2015),

- Ghana National Petroleum Corporation (GNPC) is only Ghana's National Oil Company established in 1983 by PNDC Law 64, to provide adequate and reliable supply of petroleum products, as well as the sole Public Petroleum Exploration and Production Company in Ghana, by Petroleum Law, 1984, PNDC Law 84 (GNPC, 2015).

- Lastly, the Ministry of Energy is mandated to develop and facilitate reliable, high-quality energy services at the minimum cost to all sectors of the country through formulation, implementation, monitoring and evaluation of the energy policies in Ghana (Ministry of Energy, 2017).

To complement the rationale above, the researcher factored in the proximity of the organisations selected. All the selected organisations were located within Accra-Tema metropolis which made it possible to move from one organisation to other during the data collection within the shortest possible time. Writers argue that in academic research where there is limited time, inadequate funding and resources, proximity plays a critical role for the success and viability of the

study (Bryman, 201; Groves, 2004; Lohr, 1999; Ablo, 2015; Ohemeng et al., 2015, Benin, 2017; Creswell, 2003, Antwi and Analoui, 2008). Another rationale for selecting the head office employees for the research was that the targeted staffs were at the Head Offices, for example, HR directors/Training and development officers for the interviews and other documents needed for the study. Access to the target population became easy because all the employees work at the Head Offices of the selected organisations.

The study initially wanted to compare both public sector agencies and the private sector (IOC's) in relation to capacity building, however due to the difficulties encountered with the International Oil and Gas Companies (IOC's) selected; Tullow Plc and Kosmos Energy, they were dropped and replaced with additional two public organisations in the industry. Hudson and Rollick (1995: 3) argue that "trouble awaits those unwary souls who believe that research flows smoothly and naturally from questions to answers via a well-organised data collection system." I appreciated this before the commencement of the study, so ensured a flexible design or selection of the organisations, where the need arises then I substituted one case for another (Hakim, 2000).

3.5 Survey questionnaire design

One of the primary tasks of a researcher is the planning and designing of the instrument(s) that must engage the minds of the respondents (Creswell, 2003; Antwi and Analoui, 2008; Ongori and Nzongo, 2011; Robson, 2011; ILO, 2012; Kumar et al., 2012; Amegashie-Viglo, 2014; Falola et al., 2014; Ablo, 2015; Obeng-Odoom, 2015; Ohemeng et al., 2015; Benin, 2017). The credibility of the questionnaire design and implementation are critical to real-world research (Robson, 2011). The study developed a questionnaire for the staff in the four

target organisations. It was a structured self-administered questionnaire including an interview schedule. The survey form had five sections namely; Demographic profile, human resource capacity building, critical human resource capacity building issues, performance appraisal system, and general questions.

The first part of the questionnaire captured the demographic characteristics of the respondents such as name (optional), rank, gender (sex), level of education, and years of working experience in both the organisation and the oil and gas industry. This section of the questionnaire captured respondent's role but dropped after the pilot phase. The study found that respondents were hesitant to indicate their roles, thinking their identity might be revealed. Based on the advice from HRD1 (A), that question 1 (j) was deleted. This study intended to explore whether the petroleum industry was a male-dominated the industry as being speculated before the data collection and captured in the literature review. The participants were asked to indicate the number of years of their work experience in both industry and organisation by giving them a range (see Question 3, 4, 6, 7 in appendix 4). Below are the major questions captured in section (A) of the of the structured questionnaire schedule.

1. Name (optional)…………………………………………

2. Position/Rank………………………………………………

3. Age (__)

4. Gender: Male (__) Female (__)

5. Highest Level of Education

6. How many years have you worked in this organisation? ……………………………

7. How many years of work experience do you have?

This study employed a similar method to capture the participants' ages (see Question 3 in appendix 4). It helped to ascertain the age gap in the organisation. In respect of the rank and educational level, they were asked to write in the column provided.

Section (B) of the questionnaire centred on Human resource capacity building. Participants were asked to indicate 'Yes' or 'No' to a question of whether they are aware of HR capacity building policies and initiatives in the organisation. Questions captured participant's awareness of government scholarship for public sector staff in their organisation (see question 10 in appendix 4). They were asked to indicate whether they have benefitted from any sponsored capacity building programs. The participants were asked to show their perception of the existing local skill gap in the organisation. In respect of sustainability of HR strategies, they were asked to evaluate it on a five-point scale: strongly disagree, disagree, agree, strongly agree, and neither agree nor disagree (see question 20 in appendix 4). Regarding the efficiency of HR strategy, participants were asked to evaluate on a three-point scale: efficient, not efficient, and I don't know. Below are the questions captured under section B:

Section B: HUMAN RESOURCE CAPACITY BUILDING

9. Are you aware of HR capacity building policies/initiatives of your organisation?

           Yes (__) No (__)

10. Are you aware of the availability of a scholarship for staff in your organisation?

           Yes (__) No (__)

11. (a) Have you benefitted from any capacity building(CB) programme or initiative in your organisation?

           Yes (__) No (__)

13. Do training and development improve your performance?

           Yes (__) No (__)

Please indicate the extent to which you perceive the following HR capacity building/gap analysis statement on a five-point scale where (**1=Strongly Disagree, 2=Disagree, 3=Agree, 4=Strongly Agree, 5=Neither agree nor disagree**).

14) Availability of digital and modern *database* on current and future human resource requirement in the oil and gas industry in Ghana**... ... .**

15) Publication of current and expected vacancies in the sector**.... ....**

16) Allocation of adequate resources for HR capacity building by

    Management**.... ... .**

17) Availability of reward and motivation system in the organisation.**.... ... .**

18) Availability of a *succession plan*, to replenish the organisations

    HR, as well as the oil and gas industry in Ghana**.... ... .**

19) Government's commitment towards addressing the existing local skill capacity shortcoming**.... ....**

20) Sustainable strategy to develop the existing human resource capacity

    of Ghanaians.**... ... .**

21) The efficiency of strategies in building local skills capacity.**... ... .**

The third section (c) of the questionnaire asked questions on critical capacity

building issues such as major HR capacity building challenges, availability of

the database, succession planning, the impact of LI2204 as well as government commitment to capacity building in the oil and gas industry in Ghana. The participants had four options: funding, political interferences, organisation's priorities, and lack of training centres, to pick one as being the major challenge facing capacity building of local skills in the petroleum industry. They were also asked to rate the existence of succession planning in the organisation using a five-point Likert scale: Strongly disagree, disagree, agree, strongly agree, and neither disagree nor agree. The impact of the LI2204 was also tested to find out whether it has impacted positively in building local skills in the petroleum industry in Ghana. They were asked to answer 'Yes' or 'No' to a question on LI2204 positively improving the capacity of local skills in the industry (see appendix 4). It was also necessary to find out about employees' perceptions of government commitment to HR capacity in the industry, which used a five-point Likert scale evaluation: strongly disagree, disagree, agree, strongly agree and neither agree nor agree. Find below samples of the questions administered to the participants;

Section C: CRITICAL HUMAN RESOURCE CAPACITY BUILDING ISSUES

23) Which one of the following do you perceive as the major issue that affects HR capacity building operations in your organisation?

a) Funding (____)

b) Political Interference (____)

c) Organisation's priority (____)

d) Training Centre (____)

b) Is your department concerned about some significant challenges that affect local skill capacity building in this organisation?

YES (_) NO (_) I don't know (_)

24 How were you recruited into this organisation? Tick one of the following.

1. Transfer (__)

2. Appointment (__)

3. Direct application (__)

4. Placement/National Service (__)

5. Expatriate/Consultant (__)

25. LI2204 is impacting positively on capacity building of HR (local content) in the petroleum industry. Do you agree with the statement above?

Yes (__) NO (__)

Section (D) of the questionnaire dealt with the performance appraisal system in the organisations. Participants were asked to indicate whether they are aware of the performance appraisal system in place. They were also asked to indicate when they were appraised? The previous year (2014), last two years and not at all (see question 27 in appendix 4). The most critical issue that engaged the mind of the author to ask the participants relates to appraisal feedback from the last appraisal in the organisation (see Question 28 in appendix 4). A four-point Likert scale: Very-efficient, efficient, not-efficient, and I don't know, was used to rate the level of efficiency of the performance appraisal system in the organisation (see Question 29). Participants were also asked to evaluate whether training and development improve their performance in the organisation by answering 'yes' or 'No'. The major questions asked under section (d) are the following;

SECTION D: PERFORMANCE APPRAISAL SYSTEM

26. Please, are you aware of the organisation's policy on staff performance appraisal system?

YES (__) NO (__)

27. Please, when was the last performance appraisal took place in this organisation?

a) 2015 ………, b) 2014………., c) NOT APPRAISED

28. Are you provided with feedback after this organisation appraises your performance?

YES (__) NO (__)

29. Please indicate the extent to which you perceive the question below on performance appraisal system on a four-point scale (**1=Very efficient, 2=Efficient, 3=Not efficient, 4=I don't know**).

The efficiency of performance appraisal of staffs in your organisation

 1   2   3   4

(_) (_) (_) (_)

The final section (E) of the questionnaire schedule centred on a general question, which requested any other comments on the issues covered by the questionnaire. As noted earlier in this chapter, the questionnaire was pre-tested on the University of Bradford Master's students and some lecturers. Based on the feedback from the piloting phase, effected some corrections, and others too were redefined or amended, and the strategies were modified. The HR Director at the Ghana National Gas Company stated that senior staff were most often busy and as such do not attach much importance to the academic research. So, upon advice from the feedback from TDD1 (A), there was the need to establish rapport with the head of the HR department to send reminders to all employees which did the trick. In addition to the feedback, I observed some junior staff might encounter difficulty in understanding and completing the questionnaires.

The feedback and observation necessitated the recruitment and training of additional two field assistants to compliment the two assistants recruited earlier to assist junior staff during the administering of the questionnaire. The field assistants played a critical role in the questionnaire administration to the junior level staff. In all, 226 out 320 participants completed and returned the questionnaire for collection: GG (56=70%), GNPC (65=81%), PC (44=55%) and ME (61=76%) respectively. The size was representative of the population of the organisations and to generalise the findings to other public organisation in the oil and gas sector in Ghana.

3.6 A sampling of survey participants

The survey sampling conducted in such a way that it captures all categories of employees (senior and junior staff, males and females). The rationale was to ensure that each person in the sampling frame has an equal chance of being included in the sample (Robson, 2011: 271; Grove et al., 2004). It implies the survey sampling links external generalisation. The sample size is representative of the population (number of staff) of each organisation. In all a total of 320 participants (employees) were randomly selected from the four public organisations, representing 80 participants for each of the organisations. The study used simple random sampling technique. Out of the 320 participants, the response rate was 226 (70.6%), but comparatively the organisation's response rates were as follows: GG (56=70%), GNPC (65=81%), PC (44=55%), and ME (61=76%) respectively. The survey sampling was made possible due to the availability of staff data/list of employees. As indicated in an earlier section of the chapter, the organisation appointed one person to assist me, while the HR directors at the various organisations also aided the study with sufficient

resources, information and documents. Two people recruited and trained to help the researcher during the data collection.

3.7 Selection of interviewees

The study used the semi-structured interview for the qualitative data collection. In total twelve participants were selected. However, nine honoured the meeting, at least three HR directors/training and development officers from each organisation (see Table 4.2). The participants were two females and seven males (see Table 4.3). The study employed purposive sampling to select expertise and professionals with fair knowledge of a local-skill capacity building in the oil and gas industry in Ghana. The rationale of the sampling technique was to be able to use the data collected and analysed to corroborate the survey findings. It is critical to emphasise that the author considered the quantitative data collected to revise or change some of the interview questions. Based on sequential exploration design, the collection and analysis of quantitative data precede qualitative data collection and analysis (Creswell, 2003; Robson, 2011: 165; Bryman, 2012; Ohemeng et al., 2015). According to Creswell (2003: 213), prioritisation of quantitative data is necessary, but it is critical to integrate the two during the interpretation phase of the study. It could be inferred that qualitative data aids in the explanation and interpretation of the finding from the quantitative research. Leech and Onwuegbuzie (2009) elaborate on a similar typology.

The selection might suggest gender bias in the purposive sampling used, however, the petroleum industry is a male-dominated industry, and that accounted for the majority of the men captured in the selection. The researcher used a staff list to select the respondent. The HR directors made available

including demographic information obtained from the quantitative data influenced the choice of the purposive sampling process. In all, I planned to interview at least three HR experts or Training and development (T&D) officers, but altogether nine interviewees participated in this study. Three GNPC officers interviewed, while two officers were sampled from each of the three organisations (see Table 4.2). Lastly, the nine participants interviewed include five HR Directors and four Training and Development Officers. Before the interviews, I had many meetings with the Head of HR at each organisation, who in turn communicated to all their staff about the purpose and urgency of the impending interview, including a consent form. Out of the twelve officers selected nine of then consented to participate in the study, but three opted out due to busy job schedules. During that period, I was formally introduced to the participants selected for an interview at the offices and had a brief meeting with each. I visited all the four Head offices on different occasions, but it took me about a month to have the opportunity to meet all the participants to schedule interview appointments. Upon the introduction, I requested for their mobile numbers and email addresses which helped me to book an appointment date, scheduled and rescheduled appointments time, sent constant reminders and finally confirmed the dates for the various interviews. Though there were some frustrations due to the postponement of scheduled interview appointments due to their busy roles, the availability of their mobile contact numbers and email addresses helped in keeping contact with them, even when they were on assignments outside the metropolis or abroad.

3.8 Preparation for data collection for the study

I conducted two separate pilot projects about the clarity of the questions and to help me to throw up some of the inevitable difficulties of the study design. Robson (2011: 405) noted that the first stage of any data collection is to do a 'dummy run', a pilot study to check the clarity and authenticity of the survey questionnaire into reality. The researcher pre-tested the draft questionnaire informally on a small of about ten people using PhD students (3), lecturers (2), Ghanaian officials from Ghana High Commission in London (2), HR managers in the UK (1), and HR managers in Ghana (2). Some questions are restructured and replaced others before setting off to Ghana for the actual data collection. For example, items nine and ten were deleted: Where do you come from? The rationale was that the issue concerns the ethnic backgrounds and the staff were not comfortable to divulge such demographic information. The question ten was; does your family resides with you? The researcher removed it from the questionnaire in order not invade the privacy of the potential participants of the study.

The feedback and remarks from the pilot project uncovered some challenges and ambiguity in a few of the questions, which I rectified before the start of the actual study survey. I recruited and trained the two field assistants, and briefed the staff appointed by the HR department to assist me. The four staff already had a fair knowledge of HR capacity building because that was their area of expertise; in fact, the researcher appreciated their assistance. The field staffs recruited were mainly unemployed graduates, who already had some form of experience in administering survey questionnaires. The questionnaires were conducted in English which is the first language of Ghana. The questionnaires

were self-administered, so the field assistants were only stationed at the premises of the organisations to offer explanations to the participants when the need arises to clarify some questions. To ensure that the field assistants understood the entire questionnaire, I went through with them to boost their confidence in administering the surveys.

3.9 Collecting the data

As noted in the early part of this chapter, the study employed a sequential exploratory design which is characterised by the collection and analysis of quantitative information using survey questionnaires, followed by the employment of semi-structured in-depth interview to generate qualitative data. The study also sourced secondary data to support or complement the primary data generated from the use of multi-strategy design.

The study aimed to collect answers from 320 participants (80 staff per organisation), from the four selected organisations. With the help of the field assistants, we were able to distribute 320 survey questionnaires to the participants who consented to participate in the research. After administering the survey questionnaires, the field assistants together with the staff appointed by the organisations were most often on standby to clarify and explain the inquiry to staff when the needs arise. Secondly, they collected the completed surveys from staff when ready. During the data collection, I went from one organisation to the other to check. But upon receipt of the completed survey forms, we cross-checked immediately to ensure that all the components appropriately recorded. Out of the 320 self-administered questionnaires sent out, 226 participants completed and returned to us; about 70 per cent response rate. The participants include 175 (77.4%) males and 51(22.6%) females.

Secondly, out of the 226 participants who completed and returned the questionnaires, 169 (74%) were senior staff and 57 (25%) junior staff (see Table 4.8). The collection of the quantitative data lasted for about five months, and the response rate increased due to several reminders via emails and text messages. HR directors also sent reminders to the participants about the timelines and the expected duration for the data collection. The reminders influenced the high response rate. The response rate was lower at PC (44=55%) because some of their Head Office staff were also field staff with the IOC's. Similarly, some staff of GG (56=70%) were both office and field staff at the Gas Processing Plant in the Western Region while their Head Office is in Accra. Overall, the response rate was encouraging and representative of the target population.

3.10   Processing and analysis of quantitative data

The study employed SPSS and Excel to analyse the data. The data were coded, entered in the software and analysed. A codebook was used to facilitate the data entry and analysis. SPSS was used to break down the complex survey data. Excel helped to create graphs from both primary data and secondary data. The coding is done using SPSS template before the data entered in the software. It is important to note that data entry commenced when the first batch of completed questionnaire returned. The survey took about four months from January –April 2015, but the data entry took another month alongside the interviews.

The next phase of the data processing was the use of SPSS to generate a simple descriptive statistical analysis of each organisation, such as Ghana National Gas Company (GG), Ghana National Petroleum Corporation (GNPC),

Petroleum Commission (PC), and Ministry of Energy (ME). SPSS facilitated the generation of frequencies, pie-charts and graphs and cross-tabulations for the categorical data. I purposely conducted some cross-tabulations of the categorical data to establish the relationship with some of the data obtained. However, the qualitative data collected were transcribed from the recordings, after that carried out a content analysis of the interviews and other documents.

3.11   Design and implementation of the interview guide

Although the interview guide was designed to ask general questions about the capacity building of human resource competencies in the public-sector organisations and the oil and gas industry in general, an attempt was made to use the interview as a corroborative measure, and to complement or substantiate the survey results and findings. In addition to the qualitative data, various documents were collected to support both analyses (quantitative and qualitative) data. Those selected and interviewed were thought to possess a fair knowledge in the area and issues under investigation for the study. The selection considered recommendations from the Head of HR at the various organisations in addition to the demographic characteristics of participants in the questionnaire administered earlier.

Semi-structured interviews were flexibly designed, and face-to-face which helped to modify the line of enquiry and follow up questions to corroborate the survey results. Most of the meetings were at the office of each respondent, but a few were held in a small conference room to avoid interruption and unwanted noise. Each officer decided the venue for his interview and communicated to me. Interviews lasted between 30 to 45 minutes, but few went beyond the upper ceiling set to end the meeting. Based on the suggestion by Robson (2011) the

meetings were programmed to be short due to the busy schedule of the respondents and were digitally recorded with a backup, transcribed and analysed.

The interviews took about two and half months because few officers had to reschedule their appointment date to attend to assignments and meetings. Transcribing started the very night after the first interview finished at the Petroleum Commission. It helped to establish the shortcomings, rectified and probed further during the subsequent meetings. Robson (2011: 285) emphasised that this type of interview employed for multi-strategy design and the author has considerable freedom in the sequencing of questions and to address the research objectives as indicated early in this section. Issues explored include the capacity building of human resource in the petroleum industry, the strategies for addressing the existing local skill gap, efficiency of appraisal system in the organisation, and legislation and government commitments towards capacity building of local skills of public organisations in the oil and gas in Ghana (see Appendix 3). The interview guide categorised into four sections A to D. Section A asked questions that relate to the demographic characteristics of the respondents, for example, gender, age, number of years of working experience in the industry (see Question c, d, e and f of appendix 3). In relating to the respondent's demographic characteristics, some the questions asked were the following:

Section1: Demographic characteristics

c) Gender: Male…. Female…….   d) Age………

e) Highest Education Level: ………………………………………………

f) Years of Service in this Organisation………………………………….

g) Years of Experience: …………………………………………………..

About gender, TDD2 (D) stated that their organisation is male dominated due to its technical nature, whiles TDD1 (A) expressed his concern about the ageing skilled staff in the organisation and the oil and gas sector in Ghana.

Section 2 of the interview guide asked questions about the efficiency of strategies for developing local skills capacity.

For example,

2. a) What is the extent of local-skill capacity shortcomings in your organisation?

3. (a) What are the current strategies, procedures, practices and methods being adopted by your organisation to build human resource capacity in the organisation?

Question 2 (a) explored employee's shortcomings, while Question 3 (a) asked respondents about their views on available strategies for developing local skills capacity. Based on the feedback from the pilot interviews, Question 2 (a) restructured. The initial question was; what is the extent of human resource capacity gap in the organisation? However, it was restructured; what is the scope of the shortcomings of local-skill capacity in your organisation? The Questions under section 3 relate to availability and efficiency of performance appraisal system in the organisation. For example, Question 5 (a) was used to find out the effectiveness of the performance appraisal tool, while Question 5 (b) explored whether appraisers give prompt and constructive feedback to staffs

after performance appraisal in the organisation (see Question 5 (a) in Appendix 3). The questions asked were as follows;

5. (a) How efficient is your organisation's performance appraisal system?

(b) What does feedback from the appraisers mean to your organisation?

(c) In your opinion, how prompt and constructive is the feedback from the performance appraisal process.

The last and the final part of the interview guide centred on availability and efficiency of policies and plans for HRD, as well as impacts of legislation on building human resource competencies in the organisation. For example, Question 8 explored how LI2204 is influencing human resource competency development as well as employability in the petroleum industry in Ghana. Due to inadequate local skills in the industry, the government of Ghana with financial support from the World Bank instituted a scholarship programme with the aims of building the local capabilities in the industry. As a result, the study sought to find out how the scholarship awarding institution is collaborating with the other stakeholders. The major questions asked were;

8. To what extent is the local content legislation and participation (LI2204) impacting on human resource capacity building of Ghanaians in the industry and the economy as a whole?

9. a) How effective is the collaboration between your organisation and private operators, such as Tullow Ghana Ltd, Kosmos Energy and public institutions such as GETFund, Scholarship Secretariat, GNPC regarding local skills capacity building in Ghana?

(b) How efficient is your database for recruitment and selection?

Question 9 (b) asked the respondents about their views on the availability and efficiency of the database in the organisation. As discussed in chapter six and seven, HRD2 (D) emphasised the non-existence of digital database at the Ministry, which was a cause of inefficiency.

The information obtained was vital and useful to corroborate the survey findings. The findings from the various interviews confirmed the existence of shortcomings in the local skills capacity in the industry in general and attempted to reveal the causes of the skill shortage in Ghana. Secondly, the interviews tried to explain the nature of the performance appraisal system in place, its challenges and how its efficiency could be improved. Meetings offered the interviewees enough space to express their feelings; opinion, emotions, and their experience were brought to bear on the research, by dealing with the issues in detailed. The researcher also had the opportunity to probe for further answers.

3.12   Qualitative data analysis

The interviews were of semi-structured nature. They were a face-to-face interview. The researcher purposely selected HR Directors and Training and Development Officers, because the rationale was to interview people with fair knowledge in the HRM and localisation in the oil and gas sector. The study collected the data sequentially. Four organisations selected for the interviews are Petroleum Commission of Ghana, Ghana National Petroleum Corporation and Ministry of Energy. Interviews are recorded. As a backup, I took notes. The interviews were carried out in English. Out of 12 participants, 9 of them availed themselves of the meeting. I interviewed each participant separately and

transcribed the recorded conversations. Each interview was in English. I carefully read through by writing down the similarities and differences in issues relating to the research questions and objectives. The various transcribed data analysed and categorised into themes. Five major themes emerged from the literature reviews as well as the pilot interviews: personal characteristics, HR Strategy, performance management, legislative impact on HR, and challenges of HR capacity building (see table 4:1). I re-examined the emerging themes and categorised them into five main themes to corroborate quantitative data analysis. No new significant themes emerged, but many sub-themes emerged. I used the five critical themes upon satisfaction of the codes generated from 3 transcripts that were aligned with the literature review, results from the piloting stage, and the research question.

For example, TDD2D "noted that it is quite hard to find more women coming to the industry, especially at the operations or field, though the organisation considers equal opportunity during recruitment and selection process."

In furtherance, TDD2B "indicates that the oil and gas industry is a male-dominated job due to its technical nature." Also, it considered issues of gender. As captured in the literature review the issue of the ageing workforce was corroborated by the interview data which centres on personal characteristics. For example, TDD3 stated that "We started looking for oil long ago and suddenly we strike it. So, in the beginning, Ghana had trained people from KNUST, Russia and UK and so on who are now aged. We didn't find oil, so most of them left due to frustration and unavailability of the required jobs" (TDD3D). According to TDD1"PC doesn't have HR aged 30 -45 years, they are 45+ years and those fresh from the University. We believe that it is going to

present a challenge in the future when we retire. As a result, we will be forced to push young people to CEOs and Advisers positions that have been created by the demography. In Tullow Plc, for example, most of the expatriate they bring are grey hair people, from 50 -60 years and above" (TDD1A). In research based on a survey of over 67,000 experienced members of Oil and gas including Ghana, Ajimoko found that 50% of the workforce in the oil and gas sector is ready to retire (Ajimoko, 2015). TDD1A further noted that "it is difficult to find middle-level manpower and those available are inexperienced to occupy managerial and technical positions because in petroleum industry a geologist or engineer must have at least ten years' experience in a managerial position which is a challenge in Ghana."

HR gap and strategies for the local capacity building selected as the second theme for the interview data analyses. The literature review helped to determine the themes and corroborated by the pilot interviews. TDD1 projected that the "number is expected to triple when Jubilee phase 1, TEIN, OCTP and Sankofa comes on stream." TDD2B stated that it was obvious that we could not operate the plant so what we had is operating maintenance contractor for the plant, that is a foreign company with foreign experts who are operating the plant for two years" (TDD2B). In support of the second theme, "HRD2 stated that the ME has a huge gap since Ghana is not all that so much positioned to handle the human resources needs in that industry largely. So, you could see that because of that we are relying largely on expatriates." (HRD2B). TDD2 emphasised that regarding having technical expertise, there is still a considerable gap.

Performance management is the third theme because of the inefficiency of performance appraisal as anticipated during the literature review. For example, HRD2D emphasised that "staff at the Ministry of Energy does not take performance appraisal serious because it is tailored towards promotion." TDD3D "argued that the previous appraisal system was that of the Public Service Commission, replaced due to its inefficiency." Legislative impact on HR was a significant issue about localisation in the oil and gas industry in Ghana.

The literature review indicated that An Act of parliament passed local Content Legislation (L.I 2202) on the 20th of November 2013(Ghana Government, 2010). The purpose of the regulation was to give legal backing and enforcement of the Local Content and Participation in the oil and gas industry in Ghana. TDD1A stated that the "LI 2204 is the most powerful legal tool to help us do the work of implementing capacity building programs." TDD1A stated that the "Local content legislation (LI2204) was made for people like Tullow Ltd, Kosmos and others who have come in and purely expatriate base" According to HRD3, at the production stage we achieved more than the minimum requirement by the regulation, which is 10% from the start, 50% after 5years and 90% basically. So, in 5 years we should have 50% of all the employees being Ghanaians. "Tullow has been in the country for about 4 or 5 years producing oil and they supposed to get to 90% by ten years, and four years they are around 70%. So, there is no doubt we have pushed the point to that we are achieving more than what the LI stipulate. That is one of the achievements (HRD3A). TDD1 (A) doubted Government commitment to HR capacity due to inadequate funding and resources allocation.

The fifth theme was challenging facing HR which was informed by the literature review and the pilot interviews. The Adviser to the Localisation at the Petroleum Commission noted that "there is no corroboration between Scholarship Secretariat and stakeholders in the petroleum industry in the award of scholarships to expertise in the industry."   TDD1A argues that" local skill required is woefully inadequate."

It classified the data into five main themes and sub-themes. The qualitative data analysis was used to support the quantitative analysis. The data were from the data under the HR Director and Training and Development Directors from the four selected organisations. Many sub-themes emerged (see table 4.1). I was aware of the analysis, but no new themes emerged. All the respondents were coded to remove identifiers

3.13   Importance of secondary data in this study

In addition to the multi-strategy used in collecting quantitative and qualitative data, the researcher gathered sufficient secondary data to supplement the research findings and analysis. The secondary data gathered from the four organisations: GG, GNPC, PC and ME, and the government of Ghana and other sources were enough to complement the primary data generated. The information includes the enabling legislation such as the LI2204 and Petroleum Revenue Management Act 893 (Amendment) Act 2015, provided adequate data to support the local content participation in the petroleum industry in Ghana, and disbursement and utilisation of the revenue from the oil and gas sector. The HR data about the requirement of the upstream petroleum industry, including the number of expatriates, hired to produce the Jubilee field crude. The secondary data obtained served a valuable and essential purpose to support

the primary data findings. In respect of the exploration of local-skill capacity building and the existing HR gap in the industry, the secondary data contributed significantly to improve the credibility of the analysis. For example, the data on the upstream petroleum sector from Petroleum Commission gave insight and highlights on the potential employable skills requirement in future, and moreover the number skills that will be needed immediately when TEN and Sankofa come on stream. The projections were critical to the success of this study and offered another perspective on the issues regarding the wide local skill gap in the petroleum industry in Ghana.

The Local Content Legislation (LI2204) and the Petroleum Revenue Management Act 893 (Amendment) 2015 also highlighted the issues of funds allocation from the oil and gas resources towards capacity building and exploration of crude by Ghana government and most importantly the impact of LI2204 on local skill development. The 2010 Population Census in Ghana by Ghana Statistical Service contributed to the analysis on demographic characteristics of the Ghanaian public sector workforce, for example, the issues of gender and age disparity. The various annual reports obtained from the selected organisations also highlight some on-going activities geared towards capacity building challenges. Accessing vital information in public organisations in the petroleum industry is very difficult due to the non-passage of the Right to Information Bill (RTI) in Ghana. Information and data are shrouded in secrecy. Notwithstanding, secondary data has some limitations among which is the lack of familiarity with the data set or the information, complexity of the data and absence of crucial variable because the data was collected and analysed by others for their own use or purpose (Gilbert, 1989; De Graft, 1997; Antwi and

Analoui, 2008; Ongori and Nzongo, 2011; Bryman, 2012; ILO, 2012; Kumar et al., 2012; Amegashie-Viglo, 2014; Falola et al., 2014; Ablo, 2015; Obeng-Odoom, 2015; Ohemeng et al., 2015; Benin, 2017).

3.14   Limitations and lessen drawn from the Data Collection

As noted earlier, analysis of both method took much of my time during the data collection. Due to such challenges, I overstayed in Ghana for about two months which increase the duration of the data collection from six months to eight months; from January to August 2015. It affected the during of the overall research.

The other issues I encountered were the difficulties faced by the public servants in the releasing of vital information because they have sworn the 'Oaths' of secrecy. The absence of RTI Law also worsened the situation to be able to access official data or information. In all the rapport I established with the Head of various HR officers coupled with the official letter from the principal supervisor to the organisations for my fieldwork assisted facilitated the access to sufficient documents and data necessary for this research.

Some interviewees rescheduled their appointment date. For example, the then Minister of Energy consented to participate in the research, but it did not materialise. I recollect one appointment with him was due; I waited at his personal secretary's office for about an hour but could not have access to him. It was a frustration; he later texts me to apologise that he was sorry he could not meet me due to an emergency meeting with the other stakeholders in the industry. The response rate about the questionnaire was slow at the start. However, after reminders from the Head of HR at the various organisations, the rate of return of completed surveys improved.

3.15   Validity, reliability and ethics confidentiality

To ensure reliability and validity in this research, the researcher collected sufficient secondary data that relates to the capacity building of HR resource in the petroleum sector in Ghana. The secondary data includes documents from the four organisations such as annual reports, activities of the organisations, and the '*literature review'* which served as the basis for the research framework. Again, legislation about the control, management and utilisation of the oil and gas resources was also useful to facilitate the reliability and validity of this research.

It factored in this research a commitment to participant's right and respect, guided by the codes and ethical guidelines of the University of Bradford as well as the ethics of organisations selected for the study. The ethical issues that engaged the minds of the researcher was that some problems might crop up during the research right from the selection of research topic to the research findings and beyond (Yin, 2003; Berthoud, 2000b; Antwi and Analoui, 2008; Ongori and Nzongo, 2011; Robson, 2011; Bryman, 2012; ILO, 2012; Kumar et al., 2012; Amegashie-Viglo, 2014; Falola et al., 2014; Ablo, 2015; Obeng-Odoom, 2015; Ohemeng et al., 2015; Benin, 2017).

 First and foremost, the study went through the rigorous Ethical Review Board of the University of Bradford and was cleared to undertake this research. After the ethics approval by the University of Bradford, I sent out an informed consent form, bearing a brief of the research purpose and information sheet with details of the project to all the CEO's/Head of the Organisations to seek their consent in January 2015, before the piloting phase of this research. The consent form offered them the opportunity to voluntarily decline or accept for their staffs to be

part of the study and they are free to withdraw at any time without reason. Secondly, one-to-one meetings were held to discuss it further, and the consent letters were signed. Respondent consent obtained because I am conscious of the legal repercussions involved for failing to adhere to the ethics professionally. All participants were made aware that they will suffer no consequences for voluntary withdrawal and gave each a signed copy of the consent form including the information sheet. All participants were given about two weeks to confirm their decision to participate in the research.

The organisations on the other hand reciprocated and gave me a Data Protection Policy to sign. During the meeting with the heads, I assured them of anonymity and confidentiality of potential participants in the research process, such that personal information of the research participants would be kept confidential, anonymity and privacy would be respected. I also communicated same to all potential participants and made each sign the consent form. The consent of the respondents was sought to record the interview a week before the interview appointment date. I anticipated the threat to the confidentiality and anonymity of the research data, so aside from the explicit pledge, I put in place appropriate measures to store the study data securely. The data collected were stored in a secure safe under lock and key. I also removed the identifiers and coded the respondent's demographic details to break the links between the data (information) and the identifiable respondents.

Finally, I assured the respondents the only person to have access to the data obtained are my supervisors, and that no participant's name would appear in the research write-up or subsequent publications. Participants are informed the data would be destroyed entirely in two years.

3.16   Concluding remarks

This chapter gives an overview of the epistemological and ontological basis of the research. It captures the methodological foundations and the nature of research. The appropriate uses of mixed method approach discussed. Semi-structured interviews used to explore the capacity building of local-skill in the public-sector organisations in Ghana are addressed. The questionnaire used to sample views and perceptions across the board by capturing both junior and senior staff are considered. It detailed the planning and design of the research instruments such as an interview guide and the survey questionnaire, and the rationale for the selection of the four organisations. The thesis also discusses relevant sampling strategies for the selection of participants.

The chapter outlined how the data were collected, generated, analysed and presented. In all, 226 participants out of the target employees of 320 returned the completed survey questionnaire, while a total of nine interviews conducted. The chapter addresses the sampling techniques used. The study addresses the duration of the data collection in Ghana and its impact on the research. It also discusses the process right from the selection of topic, data collection (field work), data analysis and interpretation of results. It considered financial challenges and the limited time allocated for the data collection in Ghana. The next chapter deals with the analyses and significant findings.

CHAPTER FOUR: DESCRIPTIVE ANALYSIS AND MAJOR FINDINGS

4.1 Introduction

This chapter presents the significant findings and descriptive analysis of the primary data generated via the use of interview and questionnaire. The study captured six main sections and subsections. The first section presents the demographic characteristics of respondents for instance age, gender, educational level, working experience, and ranks of participants from the qualitative data. Section Two captured demographic characteristics of respondents for instance age, gender, educational level, years of working experience, and rank of respondents from the quantitative data.

This section explores the HR strategies used for local skill capacity building, sustainability and efficiency, and existing HR gap analysed. The next part considers performance management. This section deals with performance appraisal in the organisation, training and development, extra rewards/remunerations, recruitment and selection method/criteria, the efficiency of recruitment and selection, induction, equal opportunity as well as the effectiveness of existing database (see Table 4.1). The impact of Local Content and Participation Policy (LI2204) on the Capacity building, Government commitment and succession plan in oil and gas analysed in Section Five. This section considered achievement both in industry and organisation. Section six dealt with the collaboration among stakeholders in the industry, that is both public and private sector such as Tullow Oil, Kosmos Energy, GETFund and Scholarship Secretariat, significant challenges facing HR capacity building, and how the problems addressed. The chapter concludes with brief findings from the various sections.

Table 4.1: Emerging and Sub Themes

Number of Themes	Emerging Themes	Sub Themes

1	Personal Characteristics participants (Interviewers)	4.1.1: Gender
		4.1.2: Age
		4.1.3: Education Level
		4.1.3: Rank/Position
		4.1.4: Years of Experience
		  - Industry
		  -Organisation

2	Personal Characteristics	4.2.1: Gender 4.2.2: Age 4.2.3: Education Level 4.2.3: Rank/Position 4.2.4: Years of experience industry 4.2.4 Years of experience organisation
3	HR Gap / HR Strategy for Capacity Building	4.3.1: HR Strategy in Industry 4.3.1: Sustainability 4.3.3: Efficiency 4.3.4: HR Gaps
4	Performance management/ Organisational Capacity (HR)	4.4.1 Performance Appraisal (PA) 4.4.2 Recent performance appraisal 4.4.3 Feedbacks from appraisers 4.4.4 Efficiency PA 4.4.5 Recruitment and Selection method/criteria 4.4.6 Efficiency of database 4.4.7 Induction 4.4.8 Impact of training and development 4.4.9 Equal opportunity
5	Legislative Impact on HR	4.5.1 LI2204 4.5.2 Succession plan 4.5.3 Government commitments
6	Challenge Facing HR/ Collaboration with Public and Private Operators.	4.6.1 Sponsored CB programs 4.6.2 Availability of scholarship 4.6.3 Major challenges affecting HR CB 4.6.4 Available CB policies 4.6.5 HR plans

Source: Data Analysis

4.2 Personal characteristic of participants

This section deals with the essential demographic characteristics of respondents. In all nine interviews were conducted with four public organisations. The participants were mainly senior level staffs. They are made up of five Human Resource Directors (HDD) and four Training and Development Directors (TDD's) (see Table 4.2).

Table 4.1: Codification of HR Directors/Training and Development Directors interviewed

	PC (A)	GG (B)	GNPC (C)	ME (D)	Total	Coding
TDD 1	X	-	-	-	1	TDD1A
TDD 2	-	X	-	-	1	TDD2B
TDD 3	-	-	-	X	1	TDD3D
HRD 1	-	-	X	-	1	HRD1C
HRD 2	-	-	-	X	1	HRD2D
HRD 3	X	-	-	-	1	HRD3A
HRD4	-	X	-	-	1	HRD4B
HRD5	-	-	X	-	1	HRD5C
TDD4	-	-	X	-	1	TDD4C
Total	2	2	3	2	9	9

Source: Data Analysis

Coding interviews, the organisations are coded as A-D. Therefore TDD1 is an interview with organisation A thus the coding will be TDD1A. Another interview from organisation A., which is HRD3, is coded as HRD3A. The interview TDD2 is from organisation B and coded as TDD2B. Interviews TDD3 and HRD2 are from organisation D which is coded as TDD3D and HRD2D respectively. HRD1 was an interview with organisation C and coded as HRD1C. Out of the nine participants, 7 were males while two were females. Male and the female accounted for 77.8% and 22.2% respectively (see Table 4.3). As a training and development specialist commented:

"When you go to technical engineering organisation it is hard to have fifty to fifty men and women. Then that company is one of the best in the world. It does not exist, because if you go to the engineering classroom, you will find 70 males to 30 females." (TDD2B).

TDD2D further noted that it is quite hard to find more women coming into the industry, especially in the operations or field, though the organisation considers equal opportunity during recruitment and selection process. The comment made by TDD2B indicates that the oil and gas industry is a male-dominated job due to its technical nature. In another development, an HRD expert stated that:

"In the petrol-technical arena, we don't have many women in the industry if you go out to the Universities for career fair we don't see many women so the few that are in there we encourage to bring them in. We had any serious problem with that" (HRD3C).

Table 4.2: Gender Interviewees

Gender	Respondent No.	Respondent %	Four Companies				Total
			GG	GNPC	PC	ME	
Male	7	77.8	1	2	2	2	7
Female	2	22.2	1	1	-	-	2
Total	9	100	2	3	2	2	9
*GG=Ghana Gas Company, GNPC= Ghana National Petroleum Corporation, PC= Petroleum Commission, ME= Ministry of Energy and Petroleum.							

Source: Data Analysis

The age of the respondents did not cut across the age bracket. Majority of the participants (77.8%) were above 50 years. Two (22.2%) fell between the ages of 30 -39 years. The 40 - 49-year group captured a staff. It indicates that there were few females in the oil and gas industry. However, 77.8 per cent of the HRD's and TDD's were above 50 years (see Table 4.4). A TDD adviser noted:

"We started looking for oil long ago, and suddenly we strike it. So, in the beginning, Ghana had trained people both in KNUST, Russia and the UK and so on who are now aged. We didn't find oil, so most of them left due to frustration and unavailability of the required jobs" (TDD3D).

Our strategy to deal with the ageing problem is to sponsor people both locally and abroad to acquire the needed specialisation as well as enticing some of the aged Ghanaian experts in places like Houston, Canada, Qatar and Norway as a stop-gap measure (TDD3D). It is argued the ageing HR resource in the petroleum industry is worrying and needed drastic action to train successors to take over from most respondents from Ministry of Energy (ME) and Ghana National Petroleum Corporation was above fifty years whiles in GG an Snr staff fell within the age range of 30-39 years. Meanwhile, PC's respondents fell within the age category of 50 years and above. According to the training and development director;

"PC doesn't have HR aged 30 -45 years, they are 45+ years and those fresh from the University. We believe that it is going to present a challenge in the future when we retire. As a result, the organisation is forced to push young people to CEOs and Advisers positions that have been created by the demography. In Tullow, for example, most of the expatriates are from 50 -60 years and above" (TDD1A).

One of our strategies is to use professional integration program to help to fill the existing gap (TDD1A). TDD1A further noted that it is difficult to find middle-level workforce and those available are inexperienced to occupy managerial positions because in petroleum industry a geologist or engineer must have at least ten years' experience in the administrative area. It is a challenge in Ghana.

Table 4.3: Ages of Respondents by Company

Age	Overall Score	Gender		Companies				Senior Staff
		Males	Females	GG	GNPC	PC	ME	Total %
20-29	-	-	-	-	-	-	-	0.0
30-39	2	-	1	1	-	-	-	11.1
40-49	1	1		-	1	-	-	11.1
50 and above	7	6	1	1	2	2	2	77.8
Total		78	22	22.2	33.4	22.2	22.2	100

Source: Data Analysis

Majority of the respondent (66.7%) had acquired masters' degree. About (33.3%) of the senior staff had a doctorate (see Table 4.5). The Snr staff with the highest academic qualifications were males. The female senior staff had also attained masters' degree. Considering ages and high academic laurels signifies that majority of the senior staff at the various head offices of the selected public organisation were highly educated and as such would be well informed and capable of undertaking their responsibilities prudently in the oil and gas industry. The training and development director stated that:

"For foreign training about 5 to 6 people are sending out to pursue MSC and PhD at these very technical areas or go on attachment in the North Sea for about six months to learn" (TDD1A).

It could be inferred that the Ghanaians who had early training were able to develop their academic qualification over the years. According to the training and development consultant:

"the scholarship programmes helped a lot of people to get awareness on the senior level, so you see a lot of people doing MSC, MA, MBA and PhD's in oil and gas" (TDD2B).

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However, he indicated that their priority is to train those in technical and vocational areas because that is the area the country needs most (TDD2B).

Table 4.4: Respondents' highest educational qualification

Qualification	Snr Staff Overall Score %	Gender		Four Companies				
		Males	Females	GG	GNPC	PC	ME	Total
1st Degree	-	-	-	-	-	-	-	
Master's	6	4	2	1	2	1	2	66.7
PhD	3	3	-	1	1	1	-	33.3
Total	100	77.8	22.2	-	-	-	-	100

Source: Data Analysis

An HRD expert stated:

> "At the public organisations, staff are often transferred or sent on secondment to other branches or a different public institution" (HRD2D).

It implies public officers do not spend many years at one department or organisation, which is a reflection on the number of years an employee work in the public organisation (see Table 4.4). According to HRD2 staff work for a few years and they are transferred or seconded to other organisations due to their expertise (HRD2D). At the various public organisations, the staff (55.5%) had been working less than ten years, while in the industry most of the respondents (44.5%) had twenty-one years or more. About (11.1%) of staff had experienced between 10-20 years in the organisation (see Table 4.6). On the contrary, most Snr Staff (77.7%) had more than ten years of experience in the industry. Based on the respondent's number of years' experience, it is believed most of the senior level staff in the oil and gas industry had more than ten years' experience.

Table 4.5: Respondents' working experience

Length (years) of service	In Industry	In Organisation	Percentage (%)	
			Industry	Organisation
Below 10	2	5	22.2	55.6
10-20	3	1	33.3	11.1
Above 21	4	3	44.5	33.3
Total	9	9	100	100

Source: Data Analysis

All respondents were in the middle level and top-level management. They were purposely selected because the study intended to interview staff with fair knowledge in HR capacity building in the oil and gas industry (see Table 4.7).

Table 4.6: Theme 1 Personal characteristics of participants

	PC (A)	GG (B)	GNPC (C)	ME (D)
Rank/ Position	TDD1A-Advisor Localization HRD3A-HR Director	HRD4B-HR Manager. HRD5B-Manager	HRD1C-Training and Development Officer TDD4C-Capacity Building Project Manager HRD5D-Manager-Corporate affairs	HRD2D-HR Director TDD3D – Project Coordinator

Source: Data Analysis

Base on the finding from the personal characteristics of the TDD and HRD of the various organisations some issues emerged. For instance, most of the TDD and HRD were ageing. Also, most of them were males. The indication is that the oil and gas industry is a male-dominated field. At the management level, most directors had a master's degree (see Table 4.5).

4.3 Personal characteristics of respondents from the survey

4.3.1 Gender of Respondents' from the survey
This section presents a descriptive analysis of the individual characteristics of the respondents. A total of 320 questionnaires administered, 80 for each company: Ghana Gas (GG), Ghana National Petroleum Corporation, Petroleum Commission and Ministry of Energy. Out of the 320 questionnaires administered, 226 responded, which represent 70.6 per cent return rate. The return rate was 70.0, 81.3, 55.0 and 76.3 per cent for Ghana Gas (GG), Ghana National Petroleum Corporation (GNPC) and Ministry of Energy (ME) respectively. The respondents were made up of 175 males and 51 females constituting 77.4% and 22.6% respectively. At GG, there were 45 males and 11 female respondents; forming 80.4% and 19.6% respectively (see Table 4.8). Considering table 4.7, 81.5% of responded from GNPC were males, while 18.5% represent females. The male and female respondents from PC were 79.5% and 20.5% respectively. I, on the other hand, had 68.9% and 31.1% responses from male and female (see Figure 4.1). In overall, the gender of respondents indicates that the oil and gas industry is a male-dominated profession, which cut across all the four institutions.

'if you go to workplaces, it ends up to about 80% to 20% of men and women because of some of the drop out to go and childbearing and so forth. So, at both Head office we have a good mix of women to men, but on the field, it is not like that, we have few women. Even regarding job applications, it is quite high to find more males than females' (HRD6).

Table 4.7: Gender of Respondents from the survey

Gend	Res No.	Res %	Four Companies								Total		Jnr Staff	Snr Staff
			GG	%	GNPC	%	PC	%	ME	%				
Mal	175	77.4	45	80.4	53	81.5	35	79.5	42	68.9	175	28	147
Fem	51	22.6	11	19.6	12	18.5	9	20.5	19	31.1	51	29	22
Total	226	100	56	100	65	100	44	100	61	100	226	57	169
*GG=Ghana Gas Company, GNPC= Ghana National Petroleum Corporation, PC= Petroleum Commission, ME= Ministry of Energy. Jnr Staff=junior, Snr Staff=Senior, Res=Respondent													

Source: Data Analysis

Figure 4.1: Gender of Respondents from the survey
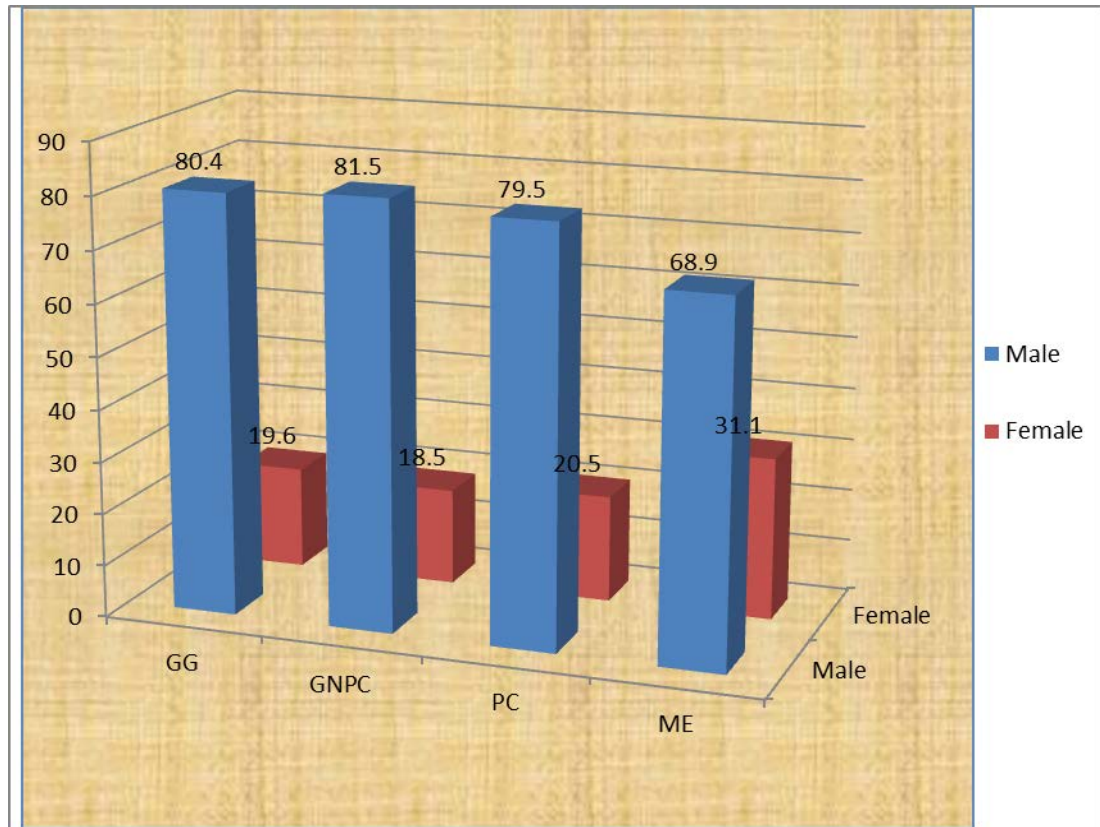
Source: Data Analysis

Comparatively, I have more females than the other organisations with a corresponding percentage of 31.1, whiles the remaining had a mean number of women of 19.5% (see figure 4.1).

> "In the petrol-technical arena, we do not have many women in the industry, if you go out to the Universities for career fair we do not see many women so the few that are in there we encourage to bring them in. We had any serious problem with that" (HRD3C).

4.3.2 Ages of Respondents' by company

The HR resource in the oil and gas industry in Ghana is ageing, with 62.8% of the respondents being 50 years and over. The ages of respondents below 30 years were 10.6%, while the ages between 30 and 49 are constituting remaining 26.6% (see Table 4.9; Figure 4.2). Comparing the four organisations,

PC registered 68.2% of respondents with ages of 50 years and above, followed by GNPC with 63.1% staff attaining 50 years and over. Unlike PC, GG had 53.6% of respondents who have achieved more than 49 decades being the least among the four institutions; whiles ME recorded 59.0% in the same category. In the group 30 -49 years, GNPC accounted for 30.8%, followed by GG with 26.6; whiles 18.2 and 16.4 were recorded at PC and ME respectively. The GNPC recorded the least number of respondents in the category below 30 years, followed by PC, GG and ME with 13.6%, 19.6 and 24.6 respectively. The table below indicates that the majority of staff are older than 49 years, which signifies the local-skill gap in the emerging oil and gas industry in Ghana. For example, out of the 226 respondents, 177 (78.3%) of the respondents are ageing senior staff, only 56 (24.7%) were below 50 years. The figures indicate that there is an age gap in the oil and gas industry in Ghana (see table 4.9).

Table 4.8: Ages of Respondents' by company

Age	Overall Score	Gender		Companies								Jnr. Staff	Snr Staff	
		Mal	FM	GG		GNPC		PC		ME				Total %
<30	24	14	9	11	19.6	4	6.2	6	13.6	15	24.6	13	11	10.6
30-49	60	40	20	15	26.8	20	30.8	8	18.2	10	16.4	15	45	26.6
50 and above	142	121	22	30	53.6	41	63.1	30	68.2	36	59.0	21	121	62.8
Total	226	175	51	56	100	65	100	44	100	61	100	49	177	100
Mal=Male, Fem=Female														

Source: Data Analysis

Figure 4.2: Ages of respondent by company
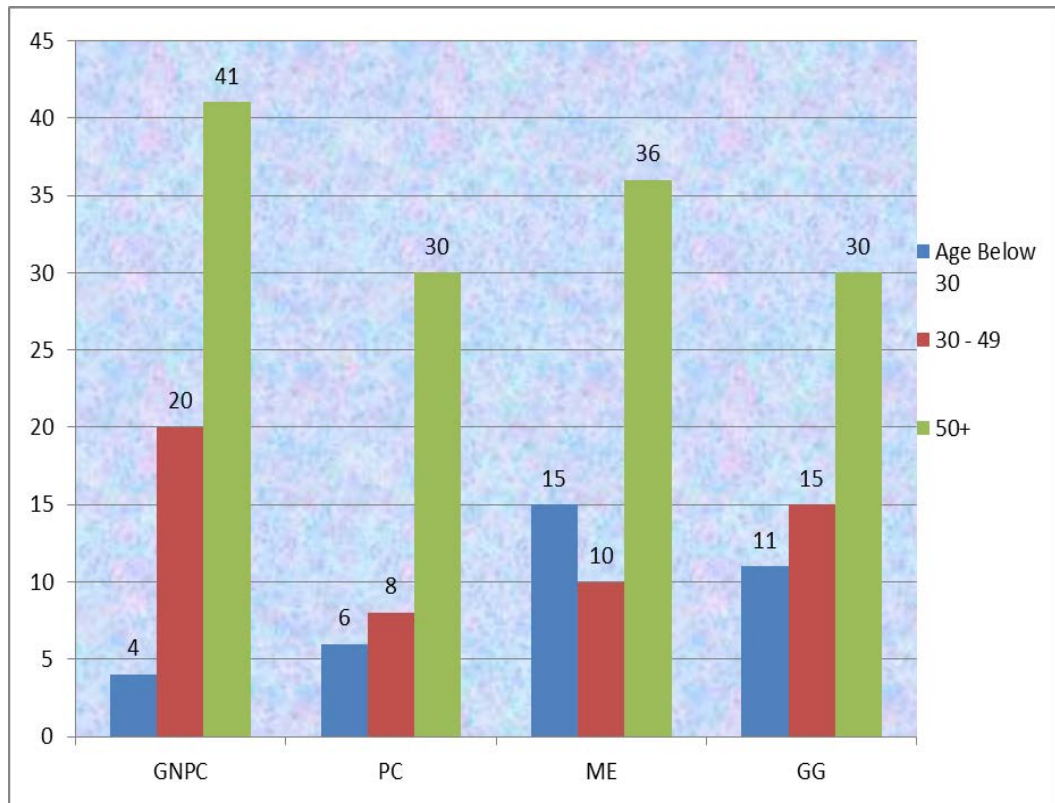
Source: Data Analysis

4.3.3 Respondents' highest educational qualification

According to TDD1A, it is difficult to find middle-level workforce expertise who are Ghanaians and further noted that those available are inexperienced. It is because the industry requires staff with more than ten years of experience in the industry. Ghana started exploring for crude long ago, and suddenly, we strike it. So, in the beginning, Ghana had trained people both in KNUST, Russia, UK and so on who are now aged. When Ghana did not find crude oil, most of them left for abroad due to frustrations and unavailability of the required jobs (TDD3D). HRD4 stated that Ghana started training another batch of expertise after the discovery in 2007, who have no experience, and most of them had no training in a technical and vocational area that are needed critically and where the jobs are available (HRD4B).

Considering the respondent's academic qualifications, about 65.5% of the staff had attained a postgraduate degree, while 16.8% have a first degree and the remaining 17.7% represent diploma qualifications and below. Comparatively, about 84.1% of respondents from the Petroleum Commission (PC) had attained a postgraduate degree, followed by GNPC (64.6%). At GG about 62.5% had a postgraduate degree (see Table 4.10). Unlike PC and GNPC, 55.7% of the staff from ME have a postgraduate certificate, which is the least of the four companies. Ghana Gas (GG) had about 25% staff with Diplomas and below; while PC had the least staff with a qualification equivalent to Diplomas or below. From the survey, the data gathered shows that about 69% of the Snr staff had at least attained the First degree (see table 4.9). In comparing gender to the level of qualification, the survey data indicate that about 90.9% of the males have the First degree, while that of female respondents was about eighty-four (84%) (see table 4.10). In recent time, each public-sector staff is trying to acquire a degree or a higher qualification.

According to TDD2B, because there is sufficient performance management in place, each staff is eager to attain a higher qualification or upgrade their academic laurels, irrespective of its relevance to their area of expertise. The reason is that it leverages the staff during promotions. He further noted that in the public sector, certain Ranks require some specific qualifications (TDD2B).

However,

> "Attaining higher qualifications has become prestigious in Ghana, for
> example, Masters and PhD degrees" (HRD2D).

Table 4.9: Respondents' Highest Educational Qualification

Qual	Ov'all Score	Ovall %	Staffs		Gender		Institutions							
			Jnr	Snr	Mal	Fem	GG	%	GNPC	%	PC	%	ME	%
Diploma and Below	40	17.7	19	21	16	8	14	25.0	10	15.4	4	9.1	12	19.7
1st Degree	38	16.8	22	16	29	10	7	12.5	13	20.0	3	6.8	15	24.6
Master's	148	65.5	8	140	130	33	35	62.5	42	64.6	37	84.1	34	55.7
Total	226	100	49	177	175	51	56	100	65	100	44	100	61	100

*GG=Ghana Gas Company, GNPC= Ghana National Petroleum Corporation,
PC= Petroleum Commission, ME= Ministry of Energy.
Jnr Staff=junior, Snr Staff=Senior, Percentages = %, Mal=Male, Fem=Female
Ov'all Score=overall score
Qual=Qualification

Source: Data Analysis

4.3.4   Respondents' working experience in their organisation (years)

Most staff, from GG and PC had few years of working experience in their organisation. About a hundred per cent (100%) of the respondents have less than ten years of experience in the organisation. It is because both established after the oil discovery in 2007. However, twenty per cent (20%) of the staff from GNPC had less than ten years of working experience in their organisation. At ME about half of the employees have worked for less than ten years in the organisation. Comparatively, about eighty per cent (80%) of GNPC staffs had more than ten years working experience in the organisation, while at ME, approximately fifty-one (50.8%) had worked of more than ten years (see Table 4.11).

The Civil Service in Ghana is noted for frequent transfers from one Ministry to the other, while others sent on secondment to different department or Ministry. The implication is that organisations deny staff of the opportunity to work for many years to gain experience (HRD2D). To the contrary, GNPC has the policy to train and retain their staff to acquire expertise in their area of expertise (HRD1C). According to HRD1C, "GNPC has efficient performance management systems (PMS) in place, and have also introduced competency profiling which identifies skill challenges and how to bridge the gap" (HRD1C). HRD5C emphasised that GNPC has about ninety per cent staff retention rate because the Corporation has been in existence for more than three decades and has a proactive policy to build the capacity staff in-country and abroad. GNPC motivates and retains staff for many years.

Table 4.10: Respondents' working experience in their organisation (years)

Length (years) of service	In Organisation							
	GG	%	GNPC	%	PC	%	ME	%
Below 10 years	56	100	13	20.0	44	100	30	49.2
10-20	0	0	33	50.8	0	0	18	29.5
21 +	0	0	19	29.2	0	0	13	21.3
total	56	100	65	100	44	100	61	100

Source: Data Analysis

Figure 4.3: Respondents' working experience in their organisation (years)
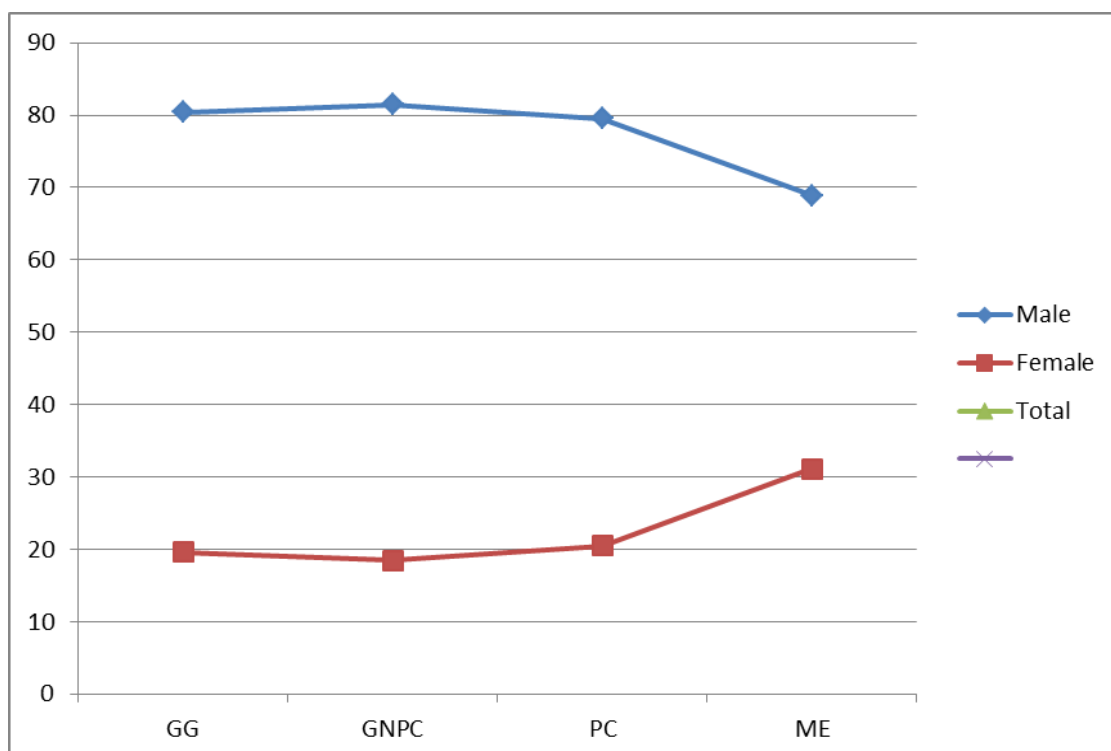
Source: Data Analysis

4.3.5 Respondents' Working Experience in the oil and gas industry

Based on the survey data for staff experience in the industry, it shows that about 27.5% respondents' experience in the industry were below ten years. About 48.2% of respondents' experience fell within 10 -20 years. The remaining 24.3% represent 21 years of experience or more in the industry (see Table 4.12). The data indicates that in general 72.5 per cent of the respondents had more than ten years' experience in the industry. Comparatively, about 35.4 per cent of GNPC's staff had about 21 years' experience or more, while 37.7 per cent of ME staff had less than ten years' experience, which was very high. In the category below ten years, GG, GNPC and PC staff had 23.2%, 23.1% and 25.0% respectively (see Figure 4.4). On the contrary, considering the working

experience of ten years and above, GG, GNPC and PC registered 76.8%, 76.5% and 75.0% respectively, while I captured the least percentage of 62.3% (see Table 4.12).

11 Respondents Working Experience (years)

Length (years) of service	In Industry								
	GG	%	GNPC	%	PC	%	ME	%	Total %
Below 10 years	13	23.2	15	23.1	11	25.0	23	37.7	27.5
10-20	36	64.3	27	41.5	25	56.8	21	34.4	48.2
21 +	7	12,5	23	35.4	8	18.2	17	27.9	24.3
Total	56	100	65	100	44	100	61	100	100

Source: Data Analysis

Figure 4.4: Respondents Working Experience (years)
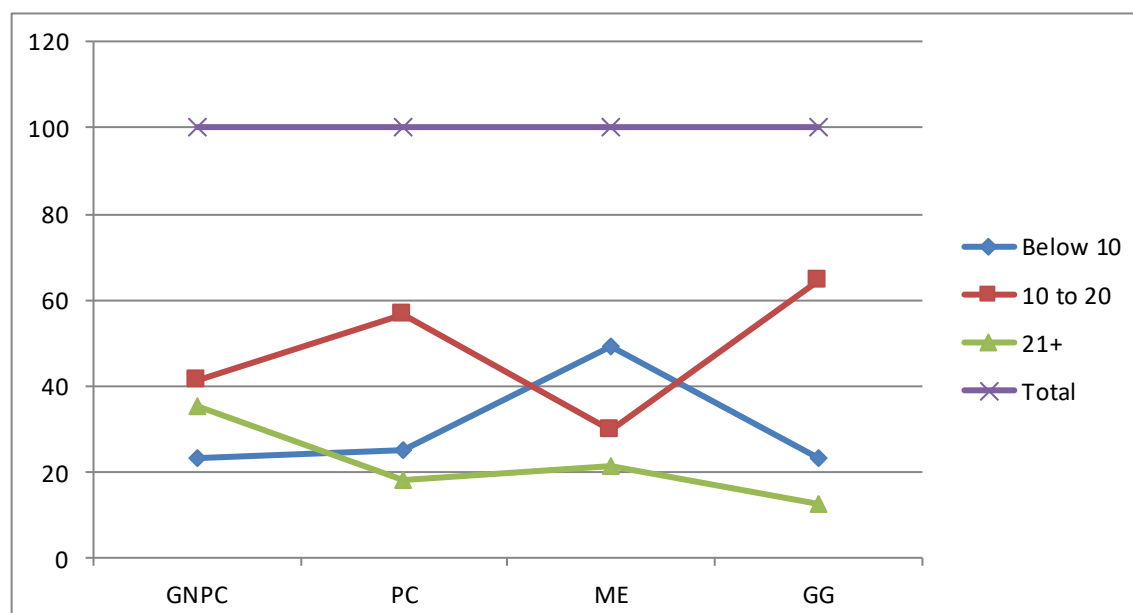
Source: Data Analysis

4.4 Human resource gap and strategy for bridging the capacity gap

4.5 Introduction

The emerging oil and gas industry in Ghana has local-skill challenges. According to Owusu-Ansah (2013), GNPC is spearheading the national effort to build HR capacity to bridge the existing national skill gap in the oil and gas industry to guarantee greater employment of Ghanaians in the sector. The research question was to identify and explore HR capacity gap in the various public organisations as well as the oil and gas industry in general. The second research question was exploring the strategies the institutions are employing to address the existing gap. This study sought to find out the perception of the respondents on the local-skill gap in the industry. There was the need to find out the present or available HR capacity, competencies such as skill, knowledge, then determine what will be the desired capacity such as output, intermediate, long-term outcomes, and their impact (Armstrong, 2001; Analoui 1993, 2007). The HR capacity needs analysis aimed to determine the existing gap, which will help to design business strategy and identification of the required training needs (Analoui, 2007). It is worth to mention that addressing a strategic gap requires periodic assessment and feedback. There are several methods and strategies for building HR capacity, and the range of approaches and programs enhanced by technology (Tennant, 1995; Coles, 2001; Ongori and Nzongo, 2011). Dessler (2005) opined that there are two methods of training, On-the-job training is where the staff is to learn the actual job by doing it, while the other is off-the-job training which is the classroom training approach delivered outside the regular work setting.

4.6 Perception of human resource shortcomings in the organisation

The opinion of staff on existing human resource skills capacity differs from one company to the other. This survey data shows that in general, 41% of the respondent's perception about the existing gap in the oil and gas industry was below 40 per cent, while 30.0% of the staff perceived the current HR capacity gap to be between 40-70 per cent. About 16.9 per cent held a perception that the existing HR gap is above seventy per cent while the remaining 11.9 per cent had no idea (see Table 4.13). Comparatively, the majority of staff from GNPC (69.2%) perceived local-skill gap below 40 per cent. It suggests that GNPC does not have an extensive local skill gap. Approximately 73.2 per cent of the GG staff saw a local-skill gap in their organisation is below 40 per cent.

On the contrary, PC and ME with 9.1 and 4.9 per cent respectively think the current deficit is below 40 per cent. About 54.5 per cent of respondents from PC held the view that the local-skill gap is vast and fell above 70 per cent category. Similarly, with ME, 49.2 per cent of the staff perceived the difference between 40 -70, while 16.4 per cent fell above 70 per cent (see Figure 4.5). The survey data corroborates the qualitative data from PC and ME.

"The oil and gas are young as you understand, it is about eight years since we found oil in Ghana. Production is about five years from 2011 to 2015, about four years. So obviously in the oil and gas industry, we wouldn't have much local skill capacity because of the skill required in the industry. I think in PC the skill is woefully inadequate when it comes to the skills of employees and HR capacity. Generally, to answer your question, I think we have a vast gap" (TDD1A). To substantiates the perception of respondents from ME;

"HRD2 stated that the ME has a huge gap since Ghana is not all that so much positioned to handle the human resource needs in that industry largely. So, you could see that because of that we are relying largely on expatriates" (HRD2B).

Contrary to the above positions in respect of existing HR capacity gap, TDD2 emphasised that regarding having technical expertise there is still a considerable gap. But with the staff working at Takoradi we have the Jubilee College at Takoradi training people in NVQ in oil and gas. Regarding processing, we stand in a good position, but the gap is enormous" (TDD2). The general perception of respondents confirms the literature review and the interviews conducted, which portray a wide HR capacity gap. For instance, TDD1 noted that PC had issued about 756 visas to expatriates to work at Tullow Ghana Ltd and another IOC's (see Table 4.13). In furtherance, TDD1 projected that the number is expected to triple when Jubilee phase 2, TEIN, OCTP and Sankofa comes on stream, but the current 'skill in demand' workforce is approximately 2000 including Engineers, Geoscientist, Technicians, HSE, Business and Logistics personnel required to deliver the three-main upcoming oil and gas projects in Ghana (TDD1A). TDD2 indicated that GG has 100 per cent Ghanaian regarding employees, foreign-trained or dual nationality.

Regarding capacity, we have Ghanaians running this company. However, there are specific areas where we have external expertise. Currently what GG needs regarding local skill capacity required are the people to operate the plant. It is evident that we couldn't run the plant so what we had is operating and maintenance contractor for the plant, that is a foreign company with foreign experts who are running the plant for two years (TDD2B). Impliedly, GG has a

considerable Skill in Demand on the field which requires a strategic capacity building to bridge the existing gap to save the country from the high cost of hiring expatriates. HRD3 argued that, the primary skill gap centres on the inability of staff to review and assess the information that the IOC's present to the regulator.

Table 4.12: Perception of human resource shortcomings in the organisation

HR Gap %	Overall score	GG	%	GNPC	%	PC	%	ME	%	Total
Below 40	93	41	73.2	45	69.2	4	9.1	3	4.9	41.2
40-70	68	10	17.9	14	21.5	14	31.8	30	49.2	30.0
Above 70	38	0	0	4	6.2	24	54.5	10	16.4	16.9
I don't know	27	5	8.9	2	3.1	2	4.5	18	29.5	11.9
Total	226	56	100	65	100	44	100	61	100	100
*GG=Ghana Gas Company, GNPC= Ghana National Petroleum Corporation, PC= Petroleum Commission, ME= Ministry of Energy. Jnr Staff=junior, Snr Staff=Senior, Percentages = %										

Source: Data Analysis

Figure 4.5: Perception of human resource shortcomings in the organisation
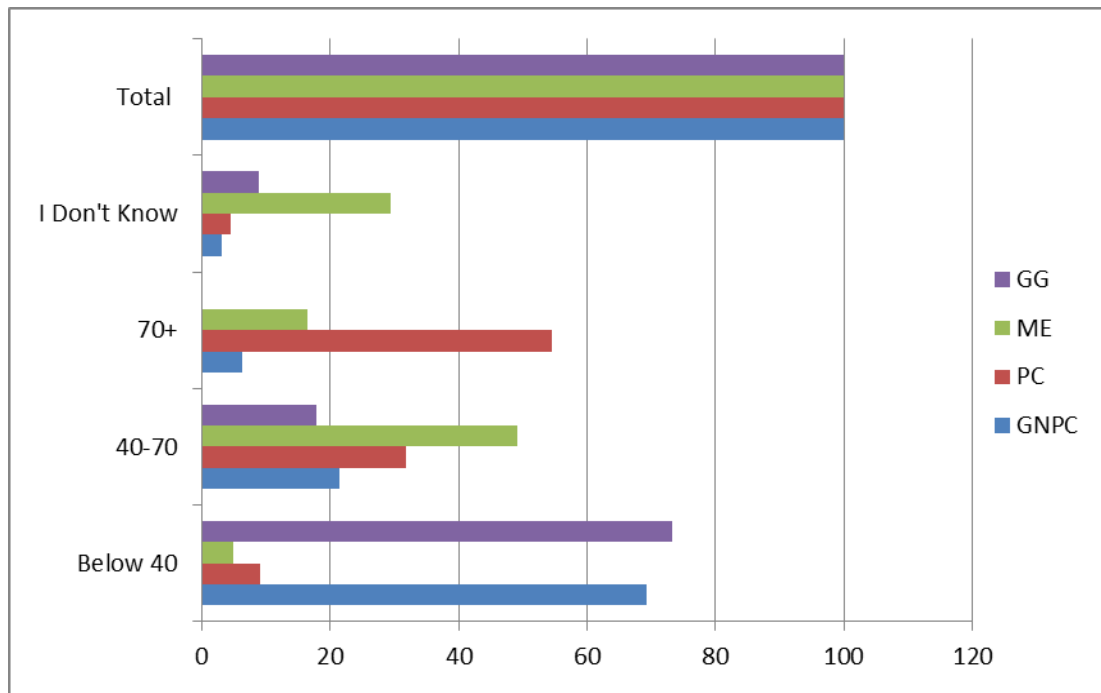
Source: Data Analysis

4.7 Sustainability of human resource strategy in the organisation

The interview conducted sought to explore the various approaches adopted by the companies. However, the researcher used survey data to corroborate the efficiency and sustainability of the available local-skills capacity building strategies. TDD1 enumerated many strategy for implementation under the HRD Policy that is being carried out by the PC

- – Professional Integration Programme

- – Internship and Practical Training/Attachment

- – Tertiary Institution Capacity Building Programme

- – Skilled workforce database developments

- – Education and Sensitization Strategies

- – Career Development Strategies

- – Monitoring and evaluation Strategies

– Expatriate work Permit Facilitation Strategies

Other future development strategies the PC intends to initiate are:

– Overseas and Local Scholarship Programmes

– Technology and Skill Transfer Programmes

– Skilled workforce database developments

– Certification, Qualification and Standards

– Career Development Strategies

– Academic Training Programmes

– Technical and Vocational Education Programmes,

– Curriculum Development

– Recruitment and Retention Strategy

– Remuneration and Rewards Strategies

GG has a contract with the external partner –the operator and agreement for them to coach, train and mentor the staff. So, the deal is for two years, for AMC and we expect that by the end of the two years, we will be able to transition more than 50% of our people. Then we will have another contract where we will hire the expertise or trade based on our requirement, so a mixture of both Ghanaians and foreign people running it. We eventually hope to completely transition to locally trained people running it within two years. So that is how we are addressing the gap. But now we have a contractor who is operating and maintaining the plant with specific with a mandate to train our people, coach and mentor them, who will take over when that contract is expired" (TDD2B). In addition to the above, TDD2 noted that GG has in-house or in-plant training the one that we organised for our staff, other staff on secondment to Tullow Plc, ENI, KOSMOS, Anadarko and IOC's for training and mentoring. However,

where the training centre or logistics are not available in Ghana, we send our staff abroad to be educated about the specific expertise required.

On average, 36.3 per cent of the respondent agrees that the strategies are sustainable, while 27.4 disagree with the sustenance of the strategy in place. About 6.6 of the staff strongly disagree that the sustainability of the company's strategy but 21.3 per cent strongly agree. Staff who neither nor disagree constituted 8.4 per cent (see Table 4.14). The survey indicates that about 57.7 per cent is of the perception that the strategies are sustainable. However, 34 per cent believe the existing plans are not sustainable.

In comparison, most staff (83.1%) of GNPC have a firm belief that its HR Strategy in place is viable, while 57.7 per cent of ME staff stated that the existing strategy is not feasible. About seventy per cent (69.6%) of the GG staff said the current plan is sustainable. At PC, a little above fifty per cent (54.6%) of its staff noted that the strategy in the Petroleum Commission is viable (see Table 4.14). It is not a surprise of about 38.6 per cent to emphasise that the plans are not sustainable.

To corroborate the sustainability of the strategies of PC, TDD1 stated that the issue of sustainability is funding, for example, the delay in the release of fund by the government and the IOC's as well as adequate funds for the capacity building programs. I will say, so long as we can get funds to fund this program, I can tell they are sustainable. Now concerning numbers, the sustainability will also depend on how effective we can coordinate industry and collaborate with IOC's skill requirements, and how we can churn out the amount they require. The other challenge may be the expertise we have in-house because as a

regulator we must build the capacity of our staff to be able to deliver their core mandate (TDD1A).

> "We believe that these programs or strategies are very sustainable given the required sources of funding that we may get from the IOC's and the government" (TDD1A).

On the contrary, if there is somebody in charge of learning and development that person should know what to do to sustain the strategies in place (TDD2B). The HR capacity building project began in 2010, and it is going to end in 2017. British Council coordinates it, so ten slots are offered to the ME annually, EPA, Ministry of Defence, and Ministry of Finance. Those are the areas (HRD2D). HRD2 argued we hope that as soon as the project is about to end in 2017 the Ministry with funding support from the Ministry of Finance should make sure that the strategy is continued or sustained so that it will not be a nine-day wonder (HRD2D). HRD5C noted that GNPC has an effective strategy because the government allocates adequate funds every year.

Table 4.13: Sustainability of HR Strategy in the Organization

		Organisations								Total
		PC	%	GNPC	%	ME	%	GG	%	%
Valid	Strongly disagree	7	15.9	2	3.1	5	8.5	1	1.8	6.6
	Disagree	10	22.7	6	9.2	30	49.2	16	28.6	27.4
	Agree	20	45.5	15	23.1	10	16.4	37	66.1	36.3
	Strongly Agree	4	9.1	39	60.0	3	4.9	2	3.5	21.3
	Neither Agree nor Disagree	3	6.8	3	4.6	13	21.3	0	0	8.4
	Total	44	100.0	65	100	61	100	56	100	100

*GG=Ghana Gas Company, GNPC= Ghana National Petroleum Corporation,
PC= Petroleum Commission, ME= Ministry of Energy.
Jnr Staff=junior, Snr Staff=Senior, Percentages = %

Source: Data Analysis

4.8 The efficiency of the human resource strategy in the organisation

In general, sixty-five (65%) per cent of the respondents believed that the procedures are effective to churn out or bridge the existing HR gap. However, approximately 21.3 per cent stated that the various strategies are not suitable, while the remaining 13.7 per cent fell within the category of 'I don't know' (see Table 4.15). The survey portrayed that majority of the respondents think the strategies are efficient once given the required resources and funding. At the ME, 27.9 per cent indicated that the HR strategies at Ministry are efficient to build the capacity of the HR capacity to bridge the existing skill gap. Arguably, the table below shows that 79.5, 87.7 and 53.6 of PC, GNPC and GG respectively held the view the strategies are efficient to build the needed capacity for the various organisations (See Figure 4.6). Comparatively 57.4 per cent of staffs from ME stated categorically that the existing strategy is not

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efficient to build their capacity (see Figure 4.6). In collaboration with the survey data generated, TDD2 noted that though they have a specific department for capacity building, the bureaucracy and 'red-tapism' at the Ministry seems to affect the efficiency of the strategies been employed to build their HR capacity. For example, the timeous release of funds, effective performance appraisal of staffs to determine the existing gap that requires improvement (TDD2D).

On the contrary, GNPC believes that their strategy is efficient and have the human capital to deliver in-house training, others go on secondment to the IOC's and have a Learning Foundation to build the local capacity (TDD2D). According to HRD3, PC has excellent, vibrant and efficient strategies in place, however, funding challenges, and skill gap in the Corporation are militating against the efficiency of the approach. HRD3 further noted that PC must build the capacity of staff to be able to regulate the IOC's who have expertise with so many years of experience (HRD3B).

Table 4.14: Efficiency of human resource strategy in the organisation

Rate of Efficiency		Institutions								Total %
		PC	%	GNPC	%	ME	%	GG	%	
	Efficient	35	79.5	57	87.7	17	27.9	30	53.6	61.5
	Not Efficient	2	4.6	5	7.7	35	57.4	14	25	24.7
	I don't know	7	15.9	3	4.6	9	14.7	12	21.4	13.8
	Total	44	100.0	65	100	61	100	56	100	100
*GG=Ghana Gas Company, GNPC= Ghana National Petroleum Corporation, PC= Petroleum Commission, ME= Ministry of Energy. Jnr Staff=junior, Snr Staff=Senior, Percentages = %										

Source: Data Analysis

Figure 4.6: Efficiency of human resource strategy in the organisation
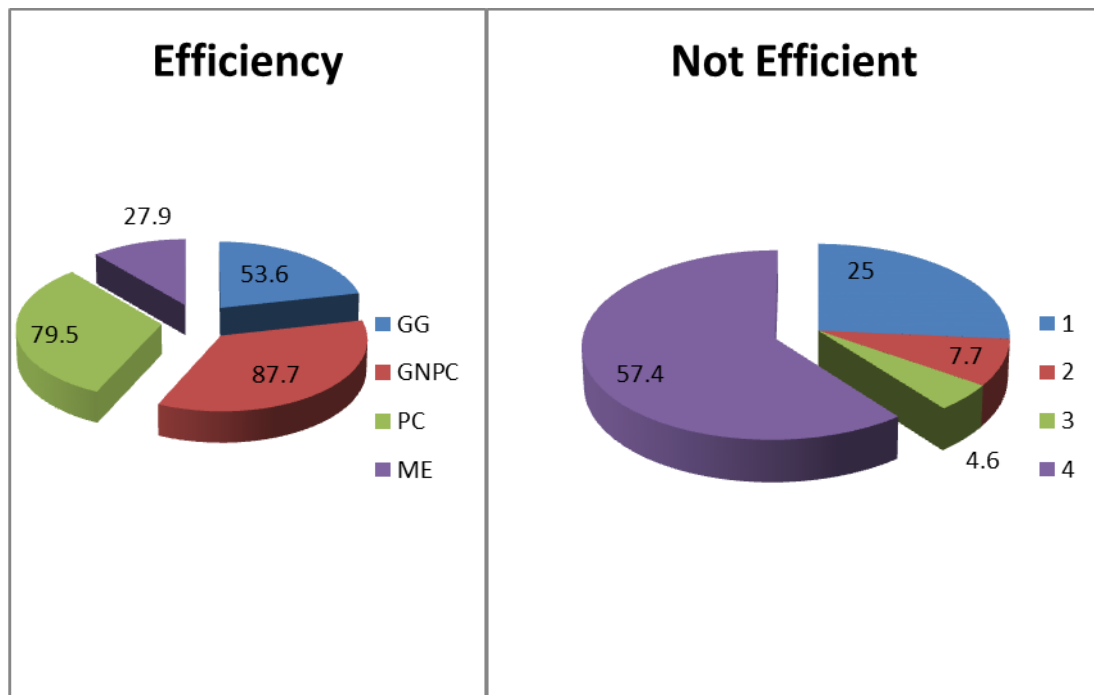
Source: Data Analysis

4.9 Performance management

4.10   Performance management and appraisal

This study sought to find out whether the respondents were aware of the appraisal system in the various organisations and to find out when staff appraised. Though, evaluators often encounter many challenges in conducting an efficient and successful performance appraisal. Notwithstanding there are many measures that can be taken to ensure that performance appraisal becomes more active than previous years. This study sought to find out how effective is the performance appraisal in the organisations. The staff were asked about their awareness of the performance appraisal system in place. The survey data collected were analysed and presented, and captured in the section below. The analysed survey data indicated that all the four organisations had performance appraisal in place. In general, 87.2 per cent of the respondents stated that they were aware of the appraisal system in place. The data shows

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that most of the staff were aware of the performance appraisal in place. However, a little above 3 per cent (3.1%) were not aware of the performance appraisal process in existence. The remaining 9.7 per cent showed that the staff were neither informed nor not aware, so they left that portion blank. About 91.8%, 90.8%, 82.1%, and 81.8% of staff from ME, GNPC, GG, and PC indicated awareness of the performance appraisal system in place respectively (see Table 4.16). The data showed that knowledge of the performance appraisal system cut across all the organisations. I had the highest number of staff with 91.8 per cent who were aware, followed by GNPC while PC had the least with 81.8 per cent (see Table 4.16). At GNPC no member of staff fell within 'not aware' category, but PC had the highest number of staff who were not aware of the performance appraisal system in the organisation. The analysis further suggests that the awareness rate was high in all the organisations (see Table 4.16).

"Regarding procedure, we have an annual appraisal, and then in between the year, we have a bi-annual review" (TDD2B).

TDD2 noted that appraisal takes place in January, and based on feedback the line manager sits with the staff to find out whether the set target achieved and what must change for the coming year (TDD2B). According to HRD1, GNPC uses PMS that goes through a whole process by setting the target at the beginning of the year, do mid-year reviews and constant quarterly review (HRD1C). HRD1 further emphasised that bonus and promotion are incorporated in Performance Management Systems (PMS). However, those under-performed considered for performance improvement (HRD1C). However, HRD2 indicated

the performance appraisal at ME under the auspices of Public Service Commission was found to be inefficient and aimed at promotion (HRD2D).

Table 4.15: Awareness of performance appraisal system

	Overall score	Organisation								Total %
		GG		GNPC		PC		ME		
Aware	197	46	82.1	59	90.8	36	81.8	56	91.8	87.2
Not aware	7	3	5.4	0	0.0	3	6.8	1	1.6	3.1
Not stated	22	7	12.5	6	9.2	5	11.4	4	6.6	9.7
Total	226	56	100	65	100	44	100	61	100	100

Source: Data Analysis

4.11   Recent performance appraisal

Table 6.16 below captures the last time the staff appraised. The analysed data showed that in total, about 72.1per cent had participated in the previous year's performance appraisal while about 17.3 were assessed over the last two years (see Table 4.17). About 10.6 per cent of the staff are not appraised. During last year's performance appraisal about 77.3 per cent of staff of PC participated, followed by GNPC with 76.9 per cent and ME of had 75.4 participation rates. GG participation rate fell below 60 per cent (58.9%) (See Table 4.17).

Further analysis revealed that PC had the highest percentage of non-participation of above 18.2 per cent. Comparatively, GG had about 32.1 per cent fell under 'not appraised' last year (see Table 4.17). It signifies some form of inconsistencies in the performance appraisal system. Analysis indicated that the overall participation was very high except for GG during last year's performance appraisal process. The staff at the ME does not consider

performance appraisal seriously until when they are due for promotion (HRD2D). The PMS at GNPC was robust to improve performance by setting out the training needs of each staff to address the existing gap.

Table 4.16: Recent performance appraisal

Year	Overall score	Organisation								Total %
		GG	%	GNPC	%	PC	%	ME	%	
Last year	163	33	58.9	50	76.9	34	77.3	46	75.4	72.1
Last 2 years	39	18	32.1	8	12.3	2	4.5	11	18.0	17.3
Not Appraised	24	5	8.9	7	10.8	8	18.2	4	6.6	10.6
Total	226	56	100	65	100	44	100	61	100	100

Source: Data Analysis

4.12   Feedback from appraisers

According to Torrington *et al.* (2002), performance appraisal aims to build on current performance by identifying training needs, identify staff potential and focus on their career development. Torrington further argued that prompt and positive feedback is vital to the effectiveness of the appraisal system (Torrington *et al.*, 2002, Analoui, 2007). Armstrong (2014) argue that input from performance appraisal creates the opportunity to enable staff to address existing capacity gap. The data on feedback from appraisers suggest that the public organisations do not take feedback seriously to improve performance. In general, about 57.9 per cent had received feedback from their appraisers from the recent performance appraisal, while 26.5 per cent received no feedback.

The analysis revealed input from appraisers not acceptable. Comparatively, about 81.8 and 72.3 per cent of the staff of PC and GNPC were given feedback at the last year's appraisal. However, the staff from GG had about 46.4 rates of feedback, while the ME had the least number with less than forty per cent (36.1%) of feedback from last year's performance appraisal (see Figure 4.7)). The data revealed that the Public Sector in Ghana does not take feedback very seriously. Appraisers most often do not communicate to the staff of their performance and the existing gap to be addressed.

On the contrary, about 63.9 per cent of staff from ME received no feedback from the last year's appraisal. Similarly, about 53.6 per cent of staff at the GG was not given feedback from appraisers. Unlike ME and GG (27.7) per cent of GNPC's staff had not received feedback. About 18.2 per cent of PC's staff received no feedback from the appraisers (see Table 4.18). Crowford *et a.,* (2013) argued that prompt feedback provides staff with diverse and precise information about the effectiveness and efficiency of their performance. In corroboration of the data analysis, HRD5 stated that staff takes feedback seriously because of its key to PM and the survival of GNPC (HRD5C). However, TDD3 noted that unlike the old appraisal system, the ME has just started using a new performance appraisal system which categorically emphasises the need for prompt feedback (TDD3D). It revealed in the data analysis (see Table 4.18).

Table 4.17: Feedback from appraisers

	Overall score	Organisation								Total %
		GG		GNPC		PC		ME		
Yes	131	26	46.4	47	72.3	36	81.8	22	36.1	57.9
No	95	30	53.6	18	27.7	8	18.2	39	63.9	42.1
Total	226	56	100	65	100	44	100	61	100	100

Source: Data Analysis

Figure 4.7: Feedback from appraisers
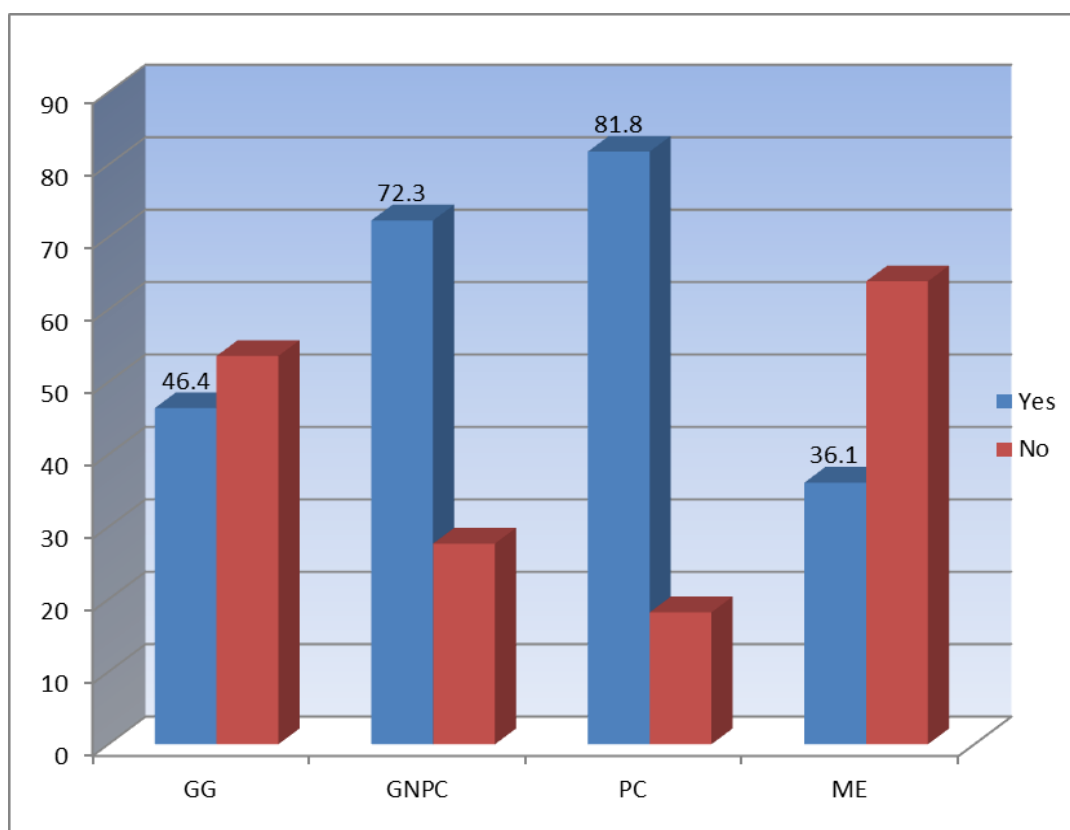
Source: Data Analysis

4.13   The efficiency of the performance appraisal system

The study sought to find out the effectiveness of the performance appraisal system in place. The staff from the various organisations were asked to rate the efficiency of performance appraisal system in place. The analysed data revealed that about 23.9 per cent of the staff rated the appraisal system very efficient, while 30.5 per cent represent efficient (see Table 4.19). However, 35.3 per cent rated the performance appraisal system inefficient. About 10.2 per cent could not assess the efficiency of the appraisal system in place (see Table 4.18). The findings showed that about 64.6 per cent of GNPC's staff ranked the appraisal system very efficient, while ME, GG and PC recorded 9.8, 7.1 and 4.5 per cent respectively in the same category (see Table 4.19). About 43.2 and 42.9 per cent of the responses from PC and GG fell within the efficiency category.

The data revealed that GG and PC have improved on the efficiency of their performance appraisal system. On the contrary, about 52.5 per cent of staffs from ME rated the appraisal system in place inefficient. Similarly, about 37.5 per cent of staffs from GG rated the system ineffective, while as many as 12.5 per cent did not know the efficiency of the performance appraisal system (see Table 4.19).   HRD2's statement supported this revelation. HRD2 argued that the previous appraisal system was that of the Public Service Commission replaced due to inefficiency (HRD2D). However, TDD4C emphasised that PMS at GNPC was very efficient and helped profiling staff.

Table 4.18: Efficiency of performance appraisal system

Level of Efficiency	Overall score	Organisation							Total %
		GG %		GNP %		PC		ME %	
V/Efficient	54	4	7.1	42	64.6	2	4.5	6	9.8	23.9
Efficient	69	24	42.9	15	23.1	19	43.2	11	18.0	30.5
N/efficient	80	21	37.5	8	12.3	19	43.2	32	52.5	35.3
I don't know	23	7	12.5	0.0	0.0	4	9.1	12	19.7	10.2
Total	226	56	100	65	100	44	100	61	100	100
V/Efficient=Very Efficient, N/Efficient = Not Efficient									

Source: Data Analysis

4.14 Method of recruitment and selection

According to Armstrong (2014), "Recruitment is the process of finding and engaging the people the organisation needs. Selection is that part of the recruitment process concerned with deciding which applicants or candidates should be appointed to jobs" (Armstrong, 2014: 226). The study was used to find the method of recruitment or the root of entry of staff into an organisation. The employees were asked to indicate how they were recruited into the organisation. In general, about 29.2 per cent of the employees were transferred from other departments or organisations, while about 7.5 per cent were appointed. In general, the people who applied for the jobs accounted for approximately 42.9 per cent, but about 15.6 per cent got the job through placement or internship. The remaining 4.8 per cent were poached to the organisation as expatriates or consultants because their areas of expertise were vital to the survival of the organisation. About 49.2 per cent of employees from ME was transferred from other ministries, followed by PC and GG with about

43.2 and 19.6 per cent respectively (see Table 4.20). The data revealed that about 9.2 per cent of GNPC's employees transferred from another public organisation. About the appointment by the government, all the company's records were less than 10 per cent, with GNPC having the least number of transfers of about 6.2 per cent. About 55.4 per cent of GNPC's staffs applied formerly to secure their jobs in the organisation.

Similarly, about 53.6 per cent of staffs from GG fell within the application category, while ME and PC recorded about 31.1 and 27.3 per cent respectively. The data showed that placements and internships are being used to recruit people by GNPC, PC and GG, and it accounted for the following, 18.4, 18.2 and 17.9 per cent respectively (see Table 4.20). The ME employed about 8.2 per cent of people through placement, internship and national service. The data reveals that apart from GNPC with about 10.8 per cent of expatriates, all the other organisations recorded a figure less than 5 per cent. The analysis showed that the majority of ME and PC staffs are transferred from other institutions. The responses indicated that about half of employees from PC and ME were from other organisations. Contrary to the above, the data revealed that the employees of GNPC are not transferred frequently to other organisations. You go through the rigorous interview process, and after they do the vetting and topmost are taken. And it applies to all positions except where we are poaching an expert from a different company. Engineering and maintenance, we have full Ghanaians. Even in pipeline extension, we have full Ghanaians (TDD2A).

On the contrary, TDD2A noted that majority staff at PC were transferred from GNPC because the Commission was very young and needed experienced hands to execute its mandate as a regulator in the oil and gas industry. "We

have been lucky because I think when we advertised at the beginning around 2010, 2011 and 2012 for various roles we had more than 13, 000 applications for less than 100 positions and most of the people were Ghanaians leaving abroad and working in oil and gas industries (HRD4B). It corroborates the analysed data which shows that most staff from GG were directly employed.

Table 4.19: Method of recruitment and selection

Method	Overall score	Organisation								Total %
		GG		GNPC		PC		ME		
Transfer	66	11	19.6	6	9.2	19	43.2	30	49.2	29.2
Appointment	17	4	7.1	4	6.2	3	6.8	6	9.8	7.5
Application	97	30	53.6	36	55.4	12	27.3	19	31.1	42.9
Placement	35	10	17.9	12	18.4	8	18.2	5	8.2	15.6
Expart/Consul	11	1	1.6	7	10.8	2	4.5	1	1.6	4.8
Total	226	56	100	65	100	44	100	61	100	100
Expart = Expatriate Consultant = Consultant										

Source: Data Analysis

4.15   Availability of an efficient database

The study sought to find whether the companies have a database in place. The respondents were asked to rate the efficiency of the database using the Likert scale: Strongly disagree, Disagree, Agree, strongly agree, and neither agree nor disagree. The data show that about 15.5 per cent strongly disagrees with the statement, while 31.9 per cent disagree. However, about 34.1 per cent of the respondents agree with the comment, but 6.6 per cent strongly agreed to the availability of an efficient database in the organisation (see Table 4.21). 11.9

per cent neither agree nor disagree with the statement (see table 6.8). Comparatively, about 26.7 per cent of staff strongly disagrees with the statement, followed by ME, PC and GNPC with 19.7, 11.4 and 4.6 per cent respectively (see Figure 4.8). Secondly, about 55.7 per cent of respondents from ME disagree with the statement, followed by GG with about 35.7 per cent in the same category. Similarly, 25 per cent of PC's staff disagrees with the statement. GNPC recorded the lowest figure of 10.7 per cent which represent the least amongst the organisations (see figure 4.8). However, GNPC had most staff who agree to the statement, followed by PC with about 47.7 per cent. About 17.8 per cent of GG's staff neither agree nor disagree (see figure 4.8). The data revealed that both I and GG do not have an efficient database, while GNPC and PC's database were efficient. "Our system is efficient, but concerning time, if you are talking of efficiency concerning time, it is not. It is time-consuming" (TDD1A). TDD1 argued that regarding the method, PC has a delicate procedure. We have a database, to get through everybody brings in the CV, no matter how it is. It goes through the data, and when we need a role, we go through and look for the qualifications and competencies.

According to HRD3, PC has an efficient database which is the first point of contact for the Commission and the IOC's for the recruitment of local skills or Ghanaians.

Figure 4:8 Availability of an efficient database
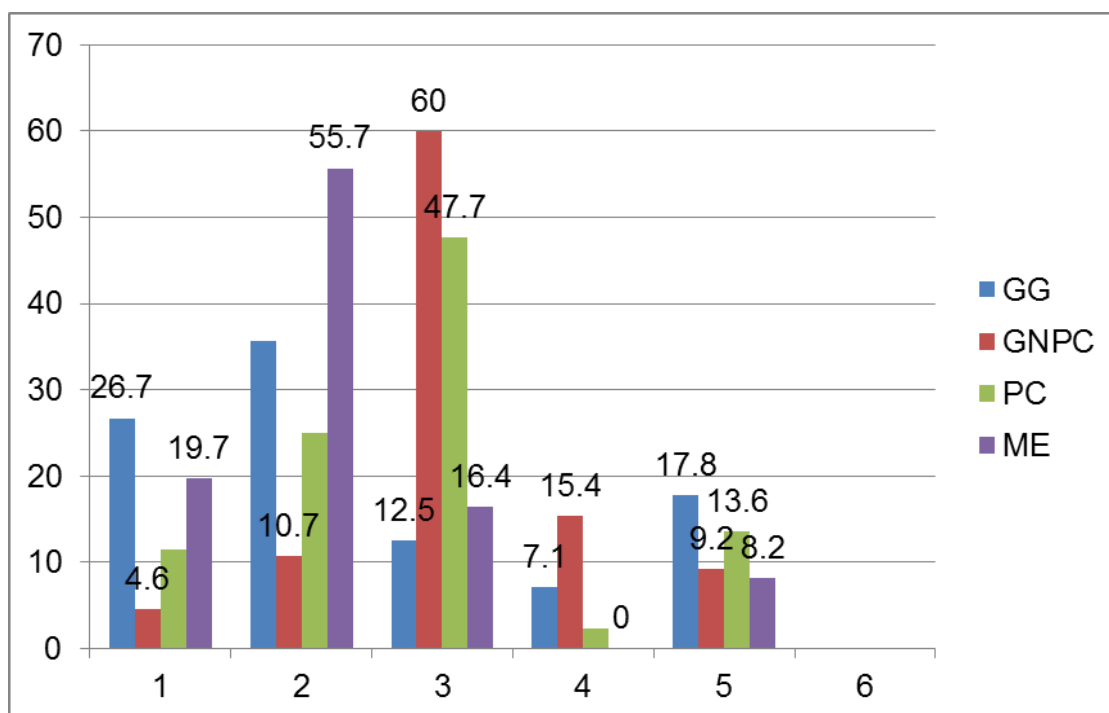
Key:
1 =Strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree,
5 = Neither agree nor disagree

Source: Data Analysis

Table 4.20: Availability of an efficient database

	Overall Score GG, GNPC, PC and ME	Total Percentage (%)
Strongly disagree	35	15.5
Disagree	72	31.9
Agree	77	34.1
Strongly agree	15	6.6
Neither agree nor disagree	27	11.9
Total	226	100

Source: Data Analysis

"We have a good database now that can be improved. But we are working on it. Regarding our database, I think we need ERP" (TDD2B).

GNPC has a database called CSMonline.com, "CSMonline.com is what we use, International Human Resource in Boston funds it for Oil and Gas Industry, and we are a member, so each staff is captured on the database." (HRD1B).

4.16   Induction after recruitment and selection

Integrating newly recruited people into the mainstream organisation has become essential in a globalised world (Farnham, 2015). The research question sought to find out whether the newly recruited or transferred staff were inducted correctly and integrated into the various organisations. The data indicated that in general about 74.3 per cent had induction after recruitment and selection, while 25.7 per cent thought otherwise. The analysed data shows that staff of GNPC (84.6%) had a proper induction before integrated into the organisation. It was followed by PC and GG with (84.1%) and (71.4%) respectively (see Table 4.22). However, ME (59.0%) recorded the least number of inductees. TDD4 argued that induction and integration was part of GNPC capacity building policies, where newly recruited and trained people were to be given induction to have a general idea of the various departments and their functions (TDD4C). However, HRD2 stated that the Civil Service does not place much emphasis on induction after recruitment, but he thinks the Public Service Commission should make induction mandatory for all the Ministries (HRD2D). He further noted that newly recruited staff often found it difficult to adjust to the system early.

Table 4.21: Induction after recruitment and selection

	Overall Score	Jnr Staff	Snr Staff	Organisation								Total %
				GG		GNPC		PC		ME		
Yes	168	16.8	57.5	40	71.4	55	84.6	37	84.1	36	59.	74.3
No	58	4.9	20.8	16	28.6	10	15.4	7	15.9	25	41	25.7
Total	226	21.7	78.3	56	100	65	100	44	100	61	100	100

Source: Data Analysis

4.17   Impact of training and development on performance and rewards

Capacity building of HR in the oil and gas sector has been one of the major priorities of the government in collaboration with the IOC's and the International Agencies. For example, the World Bank approved US$38.00 million for capacity building in oil and gas on 20th December 2010 with the expected project closure date of 30 June 2017. The question was to find out the impact of training and development on performance. In general, a total of about 63.7 per cent had improved on their performance as result of training and development than 36.3 per cent that accounted for 'No' (see Figure 4.9). The data revealed that training and development has a direct impact on performance. At the GNPC and GG about (86.2%) and (75%) respectively had a positive impact than (13.8%) and (25%) of staff who responded 'No'. ME (24.6%) answered 'Yes (see Table 6.23). The implication is that they either had no relevant training to address the existing gap or there was no efficient performance appraisal system in place to prescribe their training needs (see Table 4.23). However, ME (75.4%) had no impact on their performance through training and development. Also about Jnr Staff (71.4%) and Snr staff (61.6%) answered 'Yes'. However, many Snr Staff

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(38.4%) responded 'No' as compared to Jnr Staff (28.6%) (see Table 4.23). The data indicated that training and development had a positive impact on the majority of Snr. Staff. According to TDD1, "all things being equal, training and development lead to performance. The reward based on the work executed, that is your performance. I think performance relate to remuneration." (TDD1A). TDD2B argued that reward should be only for delivery and not qualifications attained. At Ghana gas, you won't get any reward for your certificate, but your next appraisal should show that your analysis has changed, your credibility and delivery of work has changed. And you will be rewarded for that part, not for the paper that you have acquired (TDD2B). Based on our PMS, training and development improves performance (HRD1C). "I think it is something we can look at, retention strategy that can keep you going and train the staff to build on their performance. At least we have one training program for each year, for example, training program outside, we try as much as possible." (HRD1C). For our sector, it is not part of their service condition, and I think for now the Civil Service is trying to do something like that, so, for now, we have a scheme of service training which they are making very compulsory for categories of staff to undertake before considered for promotion. So, we have realised that performance probably has a direct link to training and development." (HRD2).

Table 4.22: Impact of training and development on performance

	Overall Score	Jnr Staff	Snr Staff	Organisation								Total %
				GG %		GNPC %		PC %		ME %		
Yes	144	35	109	42	75	56	86.2	31	70.8	15	24.6	63.7
No	82	14	68	14	25	9	*13.8*	13	29.5	46	75.4	36.3
Total	226	49	177	56	100	65	100	44	100	61	100	100

Source: Data Analysis

Figure 4.9: Impact of training and development on performance
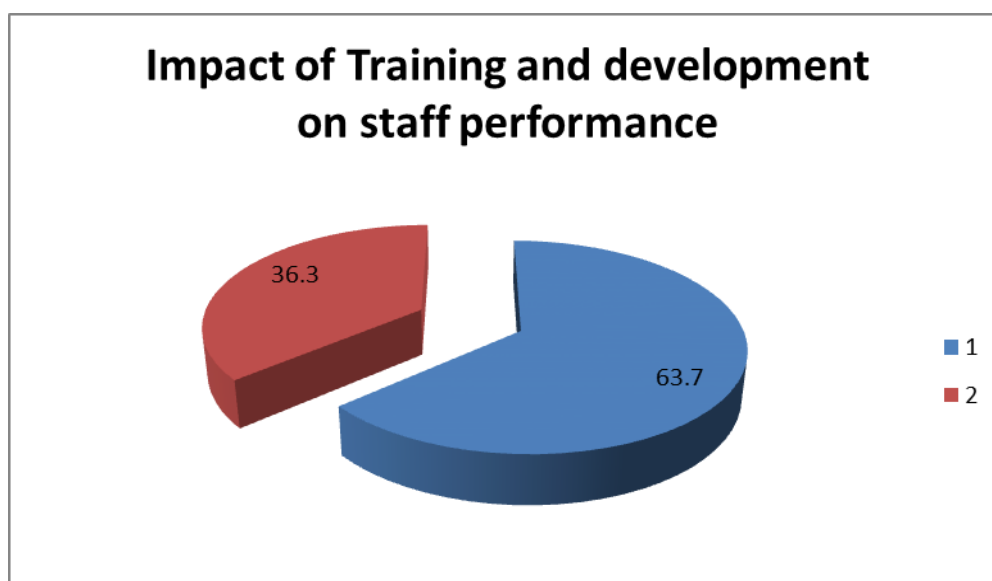
Source: Data Analysis

4.18   Legislative impact and government commitment

4.19   Succession in the oil and gas industry

From the literature review and the qualitative data, the indication is that Ghana government has since the discovery of oil and gas in 2007 rolled out many

measures to build local skills to succeed or take over from the ageing HR and services of expatriates in the oil and gas industry in Ghana. As revealed in the literature review, succession planning is critical to the survival of the oil and gas industry in Ghana. It is argued that quality and efficiency of Ghana's HR will help to provide prudent management decisions and plans to achieve the desired results from the oil and gas resources (Ghana government, 2010; World Bank, 2010).

Generally, about 58.8 per cent agree, while 19.9 per cent disagrees. However, 13.3 per cent agree, but 3.5 per cent strongly disagree. About 4.9 per cent neither agree nor disagree (see Table 4.24). The analysis indicated that majority of the staff subscribed to the availability of effective succession plan in addressing existing HR gap in the oil and gas industry. About PC (79.5%) agree, whilst GNPC (63.1%) and GG (51.8%) respectively agree. On the contrary, ME (45.9%) disagree than PC (2.3%). However, GG (26.8%) and GNPC (18.5%) agree but at ME about (1.6%) fell under the same category (See Table 4.24). The data revealed that I do not have a succession plan. The data signified a challenging situation in the industry because I was mandated to develop and implement policies or plans in the industry. The analysed data indicated that except for ME, the remaining organisations agree or strongly agree with the question of the availability of a succession plan. GNPC had a dynamic succession and retention plan in place and geared toward recruitment of Ghanaians, train, develop and retain to take over from ageing staff (TDD4C). He further noted that GNPC rewards and motivates staff to work efficiently. However, there was no succession planning at ME, which was corroborated by HRD2 (HRD2D). He argued that the ME relies solely on inexperience civil

servants at the Ministry without recourse to training and development to improve their competencies (HRD2D).

Table 4.23: Availability of Succession Plan

		Organisation								O'all Score	Total %
		GG	%	GNPC	%	PC	%	ME	%		
	S/disagree	1	1.8	0	0.0	3	6.8	4	6.6	8	3.5
	Disagree	9	16.1	7	10.8	1	2.3	28	45.9	45	19.9
	Agree	29	51.8	41	63.1	35	79.5	27	44.3	132	58.4
	S/Agree	15	26.8	12	18.5	2	4.5	1	1.6	30	13.3
	N/Disagree	2	3.6	5	7.7	3	6.8	1	1.6	11	4.9
	Total	56	100.0	65	100	44	100	61	100	226	100

Source: Data Analysis

4.20 Impact of LI. 2204 on human resource

The literature review indicates that an Act of parliament passed the Local Content Legislation (LI 2204) on the 20th of November 2013(Ghana Government, 2010). The purpose of the regulation was to give legal backing and enforcement of the Local Content and Participation in the oil and gas industry in Ghana. One of the primary aims was to build the capacity of Ghanaians to take over the activities in the industry. This study sought to find out the impact of the LI2204 on the HR capacity building in the oil and gas sector in Ghana. In general, data revealed that 88.1 per cent of the respondents believe that the LI2204 has contributed positively to addressing HR gap in the industry. However, 11.9 per cent held the different view (see Figure 4.10). All the staff (100%) from PC answered yes, while 96.9 per cent from GNPC responded yes (see Table 4.25). About 91.1 per cent of GG fell within the yes category. However, 67.2 per cent ME replied yes. None of the PC staff

responded no, but about 32.8 per cent of the respondent from ME answered were captured in the 'No' category (see Table 4.25). Comparatively, about 3.1 and 8.9 per cent of respondents from GNPC and GG stated 'No'.

Moreover about 169 (74.8%) per cent of Snr. The staff fell into the 'Yes' category, while 8 (3.5%) answered 'No'. Contrary to the above, about 30 (13.3%) of Jnr Staffs answered 'Yes', while 19 (8.4%) responded 'No' (see Table 4.25). The data revealed a positive impact of the LI2204 on HR capacity building. The capacity building framework (CB) is from the LI2204. So, these are policy requirements or policy guidelines. What I am saying is that when you look at the policy that we have developed, which is the HR policy or strategy captured by LI2204 (TDD1A). The LI2204 is a subsidiary regulation that gives PC all the power to implement all requirements in there.

> "The Local content legislation was made for people like Tullow, Kosmos and others who have come in as a purely expatriate base" (TDD1A).

He argued that PC is 99.0% Ghanaian, though it is a risky business we need to implement to make sure that eventually Ghanaians also becomes owners of these oil industry" (TDD1A). Ghana Gas is 100 per cent Ghanaian Regarding workforce, foreign-trained or dual nationality. The priority is to employ Ghanaians. Regarding capacity, we have Ghanaians running this company. However, there are specific areas where we have external expertise. If you remember the project, the EPCC partnership signed up to the project to act as the main contractor (HRD4B). HRD4 stated that the contract is for our two years, for AMC and we expect that by the end of the two years, we will be able to transition more than 50% of our people (HRD4B). The study revealed the

LI2204 guides all stakeholders in the sector. But we are dwelling on the local one because the number of local ones is many, about 150 a year that are attached to these IOC's in Ghana. For foreign training, about 5 to 6 people are sent abroad to go and do Master's programmes at these very technical areas and go on attachment in the North Sea for about six months to go and learn a specific thing and come back. These were made possible due to the Local Content and Participation Policy (LI2204).

According to HRD3, at the production stage which indicates that we achieved more than the minimum requirement by the regulations required, which is 10% from the start, 50% after 5years and 90%. So, in 5 years we should have 50% of all the employees being Ghanaians. Even with that, we must partition them into technical, managerial and then the ordinary employees. So, we have detailed percentages of employee's requirement that we have met, to the extent that, if you look at Tullow now it stands at 70%. Tullow has been in the country for about 4 or 5 years producing oil and they supposed to get to 90% by ten years, and for four years they are around 70%. So, there is no doubt we have pushed to the point that we are achieving more than what the LI stipulate. That is one of the achievements (HRD3A). The data analysis indicated that the impact of the LI2204 HR capacity building was enormous.

Table 4.24: Positive impact of L.I 2204 on HR capacity building

	Overall Score	Jnr Staff	Snr Staff	Organisation								Total %
				GG	%	GNPC %		PC	%	ME	%	
Yes	199	30	169	51	91.1	63	96.9	44	100	41	67.2	88.1
No	27	19	8	5	8.9	2	3.1	0	0.0	20	32.8	11.9
	226	49	177	56	100	65	100	44	100	61	100	100
Ov'all Score=Overall score, Jnr=Junior, Snr=Senior												

Source: Data Analysis

Figure 4.10: Positive impact of L.I 2204 on HR capacity building
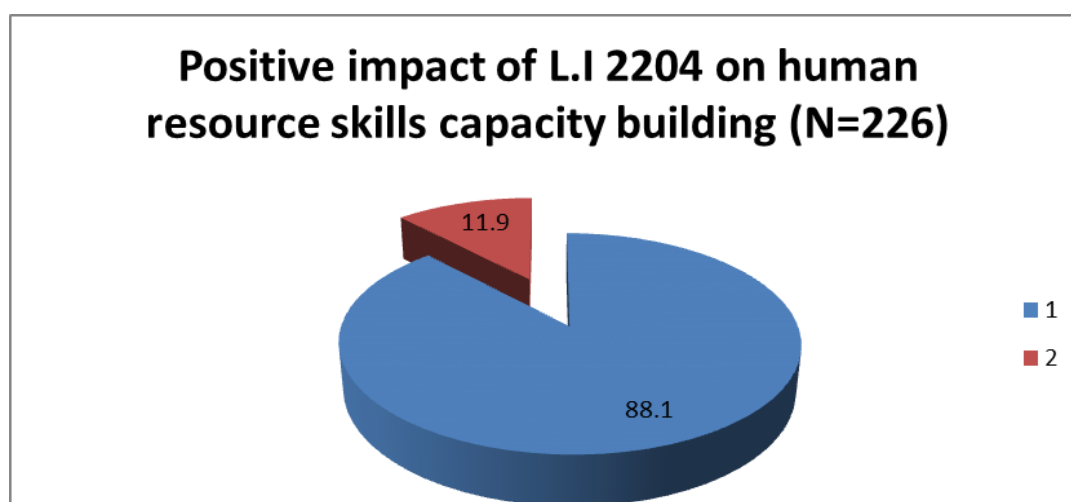
Source: Data Analysis

4.21   Government Commitment towards addressing the existing National Local

Skills shortcomings in the oil and Gas Sector

This study sought to explore the issue of Ghana government's commitment to

building the current skill gap in the oil and gas industry. Respondents were

asked about government commitment to the HR capacity building using a Likert

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scale (see Table 4.26). In general, about half (49.6%) agree, while (26.1%) disagree. About (4.4%) strongly disagree, however (11.1%) strongly agree. About (8.8%) neither accept nor disagree. GNPC (69.2%) agree while less than forty (36.6%) staff of ME fell within the same category (see Table 4.26). Approximately GG (44.6%) and PC (45.55) agree with the statement but (49.2%) respondents from ME disagree. Moreover, while GG (30.4%) strongly agree to government commitments, less than two (1.6%) per cent strongly agree. A significant percentage (14.3%) of the GG staff neither agrees nor disagrees than GNPC (3.0%) (see Figure 4.11). The data revealed the government's commitment towards HR capacity building of both GNPC and GG.

On the contrary, most ME staff held a different opinion. The government was committed to building local skill with assistance from World Bank. The World Bank approved a credit of US$38 million to the Government of Ghana for the implementation of capacity building programs in the oil and gas industry in Ghana (HRD5C). The Government in collaboration with GNPC setup the GNPC Oil and Gas Learning Foundation in 2013 to support national capacity initiatives in sciences, policy management and operations to attain the desired local content objectives (HRD1C). However, TDD1 doubts the Government's commitment to HR capacity building due to inadequate funding and resources allocation (TDD1A). On the contrary, TDD2 emphasised that the government has proven beyond doubt, its commitment to building the capacity HR of GG (TDD2B).

Table 4.25: Government commitment to address existing National Skill Gap in

the Oil Sector

	GG	%	GNPC	%	PC	%	ME	%	Overall Score	Total %
S/dis	2	3.6	4	6.2	1	2.3	3	4.9	10	4.4
Disagree	4	7.1	7	10.8	18	40.9	30	49.2	59	26.1
Agree	25	44.6	45	69.2	20	45.4	22	36.1	112	49.6
S/ agree	17	30.4	6	9.2	1	2.3	1	1.6	25	11.1
N/disagree	8	14.3	3	4.6	4	9.1	5	8.2	20	8.8
Total	56	100	65	100	44	100	61	100	61	100
S/dis =Strongly disagree, S/agree = Strongly agree N/disagree = Neither agree nor disagree.										

Source: Data Analysis

Figure 4.11: Government Commitment in addressing existing National Skill Gap

in the Oil Sector
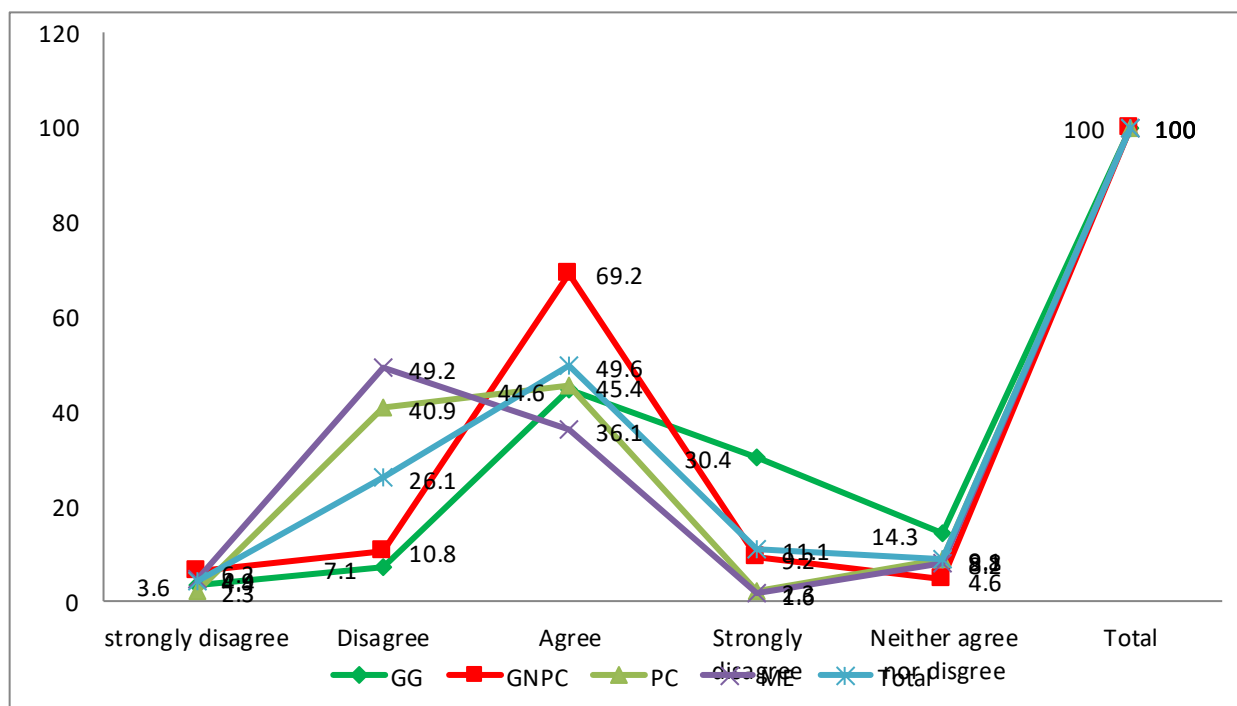
Source: Data Analysis

4.22   Challenges facing human resource collaboration with public and private
       operators

4.23   Sponsored local skills capacity building (CB) programs

The study attempts to find out the number of people who benefitted from the
capacity building program by the government or the International Oil and Gas
companies (IOC). In all, 58.8 per cent have benefitted, while about 41.2 per
cent has not. The data shows that GG (73.2%) and GNPC (70.8) have
benefitted from capacity building programs in-country, on-the-job and abroad
(see Table 4.27). PC being regulator had trained about 40.9 per cent of their
workforce, however, at the ME less than 35 (34.4) per cent benefitted from the
available training programs (see Figure 4.12). At the ME about 56.6% received
no training. GNPC (29.2%) and GG (26.8%) never befitted from CB programs
available. The data analysis indicated that the majority of 65.6 per cent of ME
staffs did not benefit from any capacity building initiative (see Table 6.27). So
far there has been active collaboration.

Though we used to have challenges with respect of submission requirements
and all that, after sitting down and talking about it and calling for meetings upon
meetings, I think the collaboration effort has improved (TDD1A). There was an
agreement with Tullow plc and other IOC's to building the local skill, where
about 150 were attached to the operator for professional integration in the
companies and monitoring of training programmes that are designed for them
by the IOC's for 24 months, and they come back. Their stipends paid by the
Government of Ghana and the IOC's. There are cost components shared
between the government and the oil companies (TDD1A). However, HRD1
reiterated that the some of the staff at PC could not deal with the experienced

and expertise from the IOC's, which is a challenging situation encountered by the regulator in the industry (HRD1A). TDD3 stated that the capacities of staff at ME were woefully inadequate and there were no proactive measures or plans in place to address the situation. Ghana Gas Company (GG) is in discussion with the Petroleum Commission on professional integration program with the various International Oil and Gas companies (IOC's) so that they get experience to get a job at the technical level. We are in close discussion, far advance with Kikam Technical Institute to upgrade the school and set up a Welding Training Centre at the Institute. We have also been in conversation with Takoradi Polytechnic, and Jubilee Partners Training Centre to provide training for some of our people (TDD2B).

Then we, of course, have a link with Tullow Scholarship, so for last two years, Tullow has been reserving for us a slot for a scholarship for developing our people. The Korean Development Agency, for example, has also set up Transmission Training Centre for the GRIDCO. Once that happens, is an assurance to develop Ghanaians. Regarding collaboration more can be done (TDD2B). HRD4 argued that GG places much emphasis on training Ghanaians locally, for example in- country as well as on the job training. HRD2 stated that regarding human capacity development now GG can boast of experts in gas operations (HRD2B).

Table 4.26: Benefitted from sponsored capacity building programs

	Overall Score	Jnr Staff	Snr Staff	Organisation								Total %
				GG %		GNPC %		PC	%	ME	%	
Yes	133	31	102	41	73.2	46	70.8	18	40.9	21	34.4	58.8
No	93	18	75	15	26.8	19	29.2	26	59.1	40	65.6	41.2
	226	49	177	56	100	65	100	44	100	61	100	100

Source: Data Analysis

Figure 4:12 Benefitted from sponsored capacity building programmes (%)
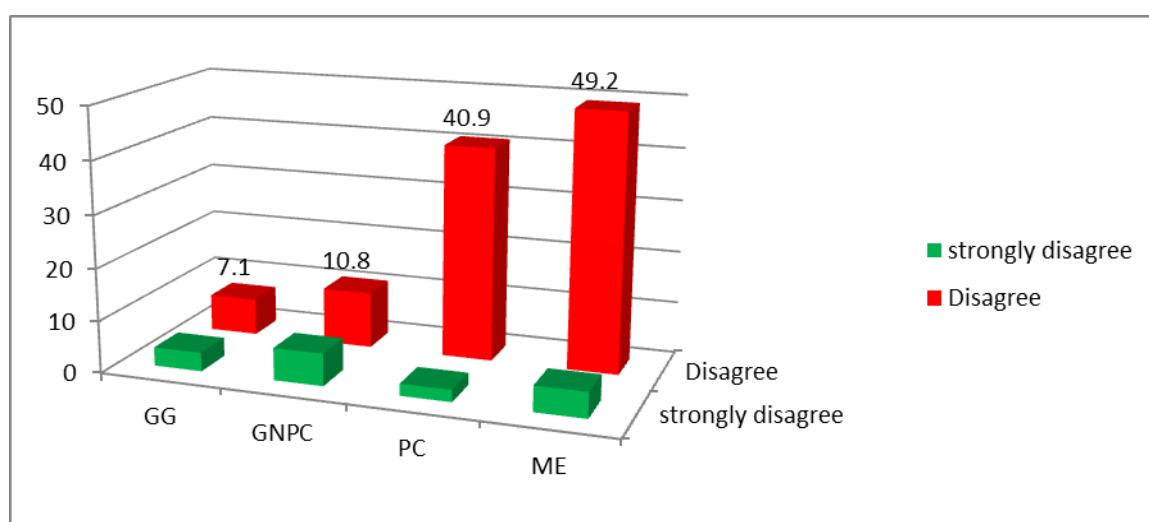
Source: Data Analysis

4.24   Awareness of scholarships available for staff

Since the discovery of oil and gas discovery in Ghana, the government has funded GETFund, Scholarship secretariat and other institutions to train Ghanaians and build their capacity in the oil and gas industry (Ghana Government, 2010; Tullow Plc Ghana, 2016, World Bank, 2017). This study asked respondent's awareness of the availability of scholarships for further

studies in-country and abroad for staff. In general, the data analysis indicated that about 54 per cent were aware of the scholarship programs available, while 46 per cent were not aware of the existence of scholarships for staff for further training (see Table 6.28). At GNPC (100%) all the staffs were knowledgeable than GG (26%) per cent. About forty-two (41.2%) per cent of PC staff were aware, while 37.7 per cent responded to 'Yes' from ME. However, the majority of about 73.2 per cent staff of GG answered no than 56.8% per cent of PC who respondent no to the statement (see Table 6.28). The data revealed that except for GNPC, the majority of staffs from the various organisations were not aware of the availability of scholarships.

The indication is that the awareness rates were meagre in GG, ME and PC. However, the qualitative data indicated that neither GETFund nor scholarship secretariat had collaboration with the stakeholders in the industry. They neither inform nor discusses issues related to sponsorship for further studies (TDD1A; HRD4B; HRD1C; and TDD3D). GNPC has collaboration with oil companies, while the GNPC Learning Foundation collaborates with GETFund and Scholarship Secretariat. HRD5 emphasised that GNPC has a partnership with Tullow, ENI, Anadarko and Kosmos, where their staff are sent there on secondment, for example, ENI inland, Master's programs in Milan, Texas and Singapore, which was part of the petroleum agreement.

Table 4.27: Awareness of scholarship available for Staff

	Overall Score	Jnr Staff	Snr Staff	Organisation								Total %
				GG		GNPC		PC		ME		
Yes	122	20	102	15	26.8	65	100	19	41.2	23	37.7	54.0
No	104	29	75	41	73.2	0	0.0	25	56.8	38	62.3	46.0
	226	49	177	56	100	65	100	44	100	61	100	100

Source: Data Analysis.

4.25 Major challenges affecting human resource in the organisation

The emerging oil and gas industry in Ghana beset with many difficulties, for example, the local skill required is woefully inadequate (TDD1A). It is supported by the literature review as captured in the Local Content and Participation Regulation (LI2204) (Government of Ghana, 2010, Petroleum Commission Ghana, 2017)). In general, about (50%) staff stated that funding is the major problem in building the local skills in Ghana while about (19.0%) pointed to Political interferences (P/interf). On the contrary, (17.3%) fell within the Organisation's priorities, while (13.3%) constitutes inadequate training centres (IT/centres) in-country (see Figure 4.13). According to the literature review, due to the unavailability of funds for HR capacity building, the World Bank contributed a significant amount for capacity building from 2010 to 2017 (World Bank, 2017). Majority of GG (62.5%) staff believed small funds is a major challenge than GNPC (38.5%). Similarly, PC (52.3%) and ME (50.8%) stated that funding is a major problem that hinders HR capacity building (see Table 4.29). About GNPC (21.5%) indicated P/Interf than GG (16.1%). About PC

(22.7%) said P/interf than ME (16.4%). About (21.4%) of the GG staff selected Org/Prior than PC (6.8%). ME (21.3%) fell within the Org/interf than GNPC (16.9%) (see Table 4.29). The staff of GG did not find IT/centre as a problem, but GNPC (23.1%) affirmed it was a challenge to HR capacity building. The data revealed the GG had a funding problem, but at GNPC funding was not a major challenge in capacity building. The Annual Budget Statement of Ghana makes provision of funds to GNPC operations, so funding was not a challenge. Unlike GNPC, the data indicated that both PC and I were facing funding problems (see Table 4.29).

According to TDD1, the major challenge facing HR capacity building was funding. For example, the theoretical Master's program cost about $60,000 a year. But when you superimpose the practical aspect of it, then probably it will be about three times the cost (TDD1A). Corroborating the analysed data, TDD1 indicated that despite the contributions from the government and the IOC's towards capacity building, funding was inadequate (TDD1A). He further stated that building capacity internally for the Petroleum Commission was one of the significant challenges (TDD1A). On the contrary, HRD1 emphasised on the inadequacy of training centres for oil and gas capacity building in Ghana, while TDD3 argued that funding is a problem, most especially the delays in the release of funds distort planning for capacity building programs. It brings into question, government interference and diversion of a fund meant for capacity building.

Table 4.29: Major challenges affecting human resource capacity building in the organisation

	Overall Score	Jnr Staff	Snr Staff	Organisation								Total %
				GG		GNPC		PC		ME		
Funding	114	20	94	35	62.5	25	38.5	23	52.3	31	50.8	50.4
P/Interf	43	12	31	9	16.1	14	21.5	10	22.7	10	16.4	19.0
Org/Prior	39	7	32	12	21.4	11	16.9	3	6.8	13	21.3	17.3
IT/Centres	30	10	20	0	0.0	15	23.1	8	18.2	7	11.5	13.3
	226	49	177	56	100	65	100	44	100	61	100	100

Source: Data Analysis

Figure 4.13: Major challenges affecting human resource capacity building in the organisation
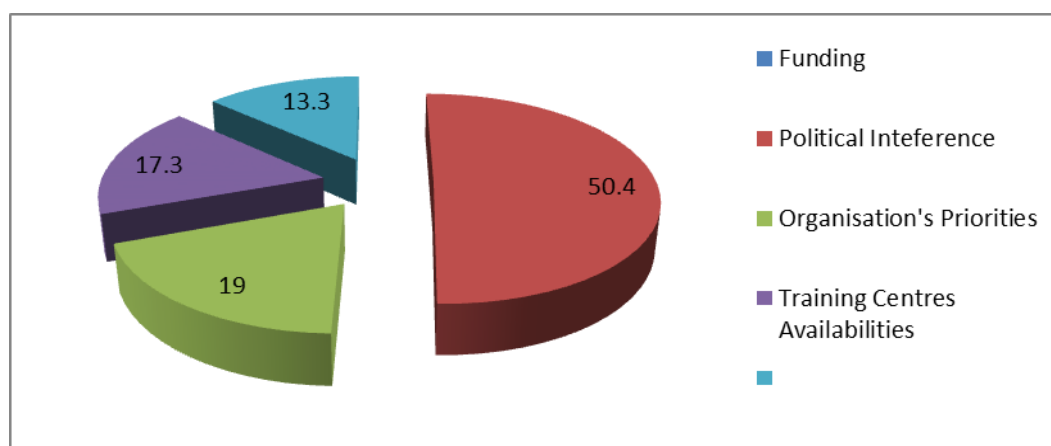
Source: Data Analysis

4.26 Respondents' awareness of human resource capacity building policies/initiatives

The study sought to find out staff awareness of existing HR capacity building policies in the various institutions. Respondents were asked to answer 'Yes' or 'No' indicate an awareness on the existing HR capacity building policies. According to the analysed data, in all, about (67.7%) responded 'Yes', while (22.6%) said 'No'. About (9.7%) did not answer (see Table 4.30). In general, the data findings revealed that most of the staff were aware of the policy in place. Comparatively, GNPC (90.8%) responded 'Yes' then (26.2%) of staff from ME. GG (75.0%) and PC (81.8%) were aware of the HR capacity policies in place. About ME (57.4%) indicated 'No' but only (3.1%) of GNPC staff fell within 'No' category. The data analysis revealed that the majority of the staff at ME are not aware of new HR capacity building policies. Moreover, at ME (1.4%) did not answer. Similarly, GG (8.9%), GNPC (6.2%) and PC (6.8%) failed to respond to the question (see Table 4.30). PC has a five-year HR policy in place, which captures training and development.

HRD3 stated report is yearly, which shows achievement for the year. It signifies that most of the staff at PC were aware of the HR policies in place. However, HRD2 indicated that training and development policy has already been put in place by the Public Service Commission, but they are yet to develop a guideline on how it should be applied (HRD2D). Also, he stated that ME most of the staff have not got access to the policy document or understands the policy document. However, HRD1 noted that HR policy was used during induction and staff training to assist participants to have a fair understanding of the system

(HRD1C). It is surprising to note that most ME staffs were not aware of the existing policy in place.

Table 4.30: Respondent's awareness of HR capacity building policies/initiatives

	Overall Score	Organisation							Total %
		GG %		GNPC %		PC %		ME %		
Yes	153	42	75.0	59	90.8	36	81.8	16	26.2	67.7
No	51	9	16.1	2	3.1	5	11.4	35	57.4	22.6
N/ stated	22	5	8.9	4	6.2	3	6.8	10	16.4	9.7
	226	56	100	65	100	44	100	61	100	100

Source: Data Analysis

4.27 Awareness of the existence of a human resource plan

The data indicated that in general, the awareness rate was as high as 46.5 per cent, while 30.1 per cent of the respondents disagree. However, about 9.3 per cent of the respondents neither agrees nor disagrees. About 6.6 per cent of staff strongly opposes, while 7.5 per cent strongly concurs with the statement. Comparatively, the majority of GNPC (66.2%) per cent agree than ME (14.8%). About GG (57.1%) accepted than PC (47.7%). However, the majority of ME (49.2%) staffs disagreed but only 17.9 per cent GG respondents fell in the same category. Moreover, (29.6) and (23.1) per cent of PC and GNPC's staff were captured under the 'disagree' category respectively (see Table 4.31). I recorded the highest number of staff who neither agree nor disagree. The data revealed that the awareness rate is highest amongst the staff from GNPC (66.2%). On the contrary, I captured the least awareness rate of 14.8 per cent.

According to HRD5, employees receive a briefing during induction as well as the training section. Feedback from appraisers on overall capacity development plans is assured, for example, recruitment, retention and capacity building to attain the desired aims of the organisation (HRD5C). In contrast, TDD3 noted that the Civil Service does not place much emphasis on strategic HR planning, that is why the service is inefficient. However, HRD3 is of the view that the management tool in the organisation requires improvement to adjust to the continuous or dynamic environment (HRD3C).

Table 4.28: Awareness of the existence of HR plans

	Overall Score	Organisation								Total %
		GG		GNPC		PC		ME		
S/dis	15	2	3.6	0	0.0	1	2.3	12	19.7	6.6
Disagree	68	10	17.9	15	23.1	13	29.6	30	49.2	30.1
agree	105	32	57.1	43	66.2	21	47.7	9	14.8	46.5
S/agree	17	7	12.5	5	7.7	3	6.8	2	3.2	7.5
N/disagree	21	5	8.9	2	3.0	6	13.6	8	13.1	9.3
	226	56	100	65	100	44	100	61	100	100

Source: Data Analysis

Many issues emerged from the presentation of this chapter has been outlined in a table (see Table 4.32). The next section captured the concluding remarks from Chapter Six.

Table 4.32: Emerging issues related to the themes

1	Age: Most HRD/TDD Director were above 45 years and ageing
2	Gender: Most Directors were males
3	Education: Most Directors had master's degree, only one had PhD
4	Work Experience: Experience in the organisation was mostly up to 5 years Most of the Directors had more than ten years of experience in the industry
5	Gender: Oil and gas industry is a male-dominated profession, about 77.4 % (male) and 22.6% (female, it cut across all the four institutions
6	Age: The figures indicate an age gap of the HR in the oil and gas industry in Ghana. Majority of staffs were aged.
7	Level of Education: A majority had obtained postgraduate degrees
8	Work Experience (Org): In general, about fifty per cent of staff (less than ten years) in the industry. Comparatively, GNPC majority of staffs has more experience in the organisation. However, in the industry, the majority (72.5) had involvement of more than ten years. Experience of staffs in the both GG and PC was less than ten years in their institutions Reason: The institution is less than ten years since the establishment
9	HR Gap: Majority (46.9%) believe there is a wide gap. I have a wide HR gap (65.6%). However, GNPC had a small capacity gap.
10	Sustainability of strategy: Majority (ME) disagree, while the other three institutions agreed.
11	The efficiency of strategy: In general, it is efficient (65%). But ME (27.9%) pointed to inefficiency
12	Performance Appraisal: Analysis further suggests that the awareness rate was high in all the organisations
13	Recent Appraisal: Analysis indicated that the overall participation was very high except for GG during last year's performance appraisal process.
14	Feedback from Appraisers: The analysis revealed that feedback from appraisers is of no relevance to staff
15	The efficiency of Appraisal: In general, it is quite efficient, but it requires urgent improvement. Unlike GNPC, the rest do not have efficient appraisal system in place.
16	Method of recruitment: In all staff who applied for jobs accounted for about 42.9 per cent, surprisingly 29.2% were transferred from different departments or Ministries. ME (49.2%) were reassigned, while GNPC (55.4%) through direct application. The retention rate was high at GNPC, but I noted for frequent transfers.
17	Database: GNPC and PC's database were efficient, ME and GG

	not efficient	
18	Scholarship: awareness rates were low in GG, ME and PC, but GNPC was high.	
19	Impact of Training and development on performance: The data results indicated training and development had a positive effect on the majority of Senior Staffs in the various organisations.	
20	Succession Plan: Most of the staff from GNPC, GG and PC agree there was a succession plan, ME disagree.	
21	LI2204: Positive impact of the LI2204 on HR capacity building (88.1%)	
21	Government commitment: GNPC and GG agrees, but PC and ME disagree	
22	Sponsored training: In general, an above 50% (58.8%) have benefitted from training but in both ME and PC was less than 41%. It requires more funding for capacity building.	
23	Scholarship Awareness: Study reveals there is the need for awareness creation and transparency.	
24	Major Challenges: Funding was a major problem, except GNPC. The reason, catered for an annual budget from the Petroleum Management Fund.	
25	Awareness of HR C/B policies: At ME majority (57.4%) not aware. The remaining organisation's majority were mindful of the existing system.	
26	HR Plans awareness: Rate of consciousness was low. Less than 50% were aware of the current HR plans.	
27	Induction after Training: Not taken seriously except GNPC.	

Source: Data Analysis

4.28   Concluding Remarks

This chapter has provided a detailed analysis of the primary data generated from the survey and interviews. It discusses personal characteristics of respondents and its impact on the various organisations. Issues emerged from the findings included an ageing workforce in the oil and gas sector in Ghana. Local-skill capacities have been discussed. Comparatively, multiple strategies adopted by the organisations are addressed.   Emphasised HR skill gap. Chapter four also analysed performance appraisal and management systems in the four selected organisations. It examines feedback from appraisers, the efficiency of performance appraisal, recruitment and selection criteria, the effectiveness of the existing database, induction, and training and development.

Another aspect discussed was the impact of local content Legislation (LI2204) including the Ghana Government's commitment towards localisation in the oil and gas industry. Issues concerning succession planning are analysed. The last theme captures the challenges facing HR capacity building, sponsored capacity building programs and initiatives, availability of capacity building policies and plans, as well as awareness of scholarships for staffs in the oil and gas industry. Implications and impact of the finding of the conceptual framework are considered in the next chapter.

CHAPTER FIVE: DISCUSSION OF FINDINGS

5.1 Introduction

Ghana is an emerging oil and gas country, and as a result, there is the need to build local skill capacity to manage and utilise the resource from the petroleum sector prudently. As envisaged by the government, the oil and gas sector has challenges about local skills required for the industry (Ghana Government, 2010). Research indicates that many oil and gas producing countries in Sub-Saharan Africa, for example, Nigeria shows signs of 'Dutch Disease', which the Ghana Government is strategising to avoid such syndrome. It is argued that local- skill (capacity) gap could have serious repercussion and consequences in the management and utilisation of the resources from the oil and gas sector (Ghana Government, 2010; Derdebas *et al.,* 2012).

SALGA (2008-2011) argues, to manage resources prudently, there is the urgent need to build the local skill to curb dependence on expatriate and international companies. SALGA further noted that 'the prioritisation of capacity building interventions must be informed by national imperatives and targets, as well as local needs'. In addressing the perceived local skill gap in the oil and gas industry, Larbi (1988) argues that the identification of the existing local skill gap precedes capacity building. In support of the argument on the concept of HR capacity gap in Ghana's petroleum industry, the World Bank approved US$38 million credit facility to build local content and participation in the petroleum industry (Ghana Government, 2010; World Bank, 2010; Obeng-Odoom, 2014; Ministry of Energy, 2015). Petroleum Commission argues that one of the significant challenges in the sector is the unavailability of suitable local skills, companies and contractors (Petroleum Commission, 2015). To give the local

skill development a legal backing, the parliament of Ghana enacted Petroleum (Local Content and Local Participation) Regulation (L.I 2204) in 2013.

This chapter discusses the main findings of the study taking into consideration the presentation in chapter six as well as the secondary data discussed in chapters two. This study places much emphasis on the analysis of the findings of the leading research questions and objectives as presented in chapter one of the study. This chapter is in four sections. The first section discusses the findings and emerging from the personal characteristics of the respondents. The results discussed captured the Ages, gender, educational levels, rank/positions, and the number of years of experience of the respondents in their organisation as well as the oil and gas industry in general.

The study offers an essential contribution to the discussion and debate on the ageing HR expertise in the oil and gas industry in Ghana. The section highlights the high dominance of males in the petroleum sector, for example why most experts in the industry are males. The other issue captured under this section centred on years of experience as a requirement for employment consideration. The next is Section Two which discussed recruitment and selection strategies, HR capacity gap including the strategies being used by the organisations to build HR capacity. Under Section Two, the study demonstrated that the approach in GG, GNPC and PC were sustainable but that of ME appeared unsustainable. The section highlights inefficiency of existing HR strategy at ME. The study revealed a wide HR gap in the three organisations except for GNPC.

Chapter Three discusses the issues of performance management in the various public sectors in the petroleum industry, and relate it to the research questions and objectives. The section suggested a high rate of awareness of performance

appraisal (PA). It highlights a high participation in recent performance appraisal but the findings indicated unserious attitude and delayed feedback from appraisers. The findings also demonstrate that apart from GNPC, the performance appraisal system in PC, GG and ME were inefficient and require urgent improvement.

Chapter four discusses the impact of training and development on employees' performance. Equal opportunity-related issues in the organisations were a guarantee because the finding suggests that recruitment is on merits. Section Four also discussed the impact of Local content and Participation legislation (L.I 2204), local skill capacity building, government commitments to addressing existing HR gap, including availability and effectiveness of a succession plan in place to replenish the ageing personnel's in the oil and gas industry. The section also discussed the significant challenges confronting capacity building programmes. It also showed that GNPC recruited most of their staff through direct application, and further indicated the high retention rate of respondents. The study suggests that all the four companies had a database, but the database at ME and GG were inefficient.

Regarding proper induction and integration of new staffs, the study demonstrates that ME, GG and PC did not take it seriously. The study findings indicated that funding is a significant challenge in building local skill capacity. With issues of collaboration between the government, International Oil and Gas Companies and the public-sector organisations about the awareness and availability of scholarship and sponsored programmes, the findings showed that there were no corroborations with GETFund and Scholarship Secretariat. The other issues captured were low awareness of HR policies and plans. The study

discussed the implication of the findings and problems emerging from the survey to the conceptual framework employed for the research and made recommendations. The chapter closes with concluding remarks.

5.2 Impact of the personal characteristic in the oil and gas industry

5.3 Findings of an ageing workforce in the petroleum industry in Ghana

The issue of the ageing workforce is a challenge in the oil and gas industry in Ghana, most especially in the public sector. In general, it emerged that 62.8 per cent were above 50 years. This is an important finding which suggests that both public and private organisations as well as the IOC's, should place much importance in building capacity of Ghanaian youth to address existing age gap. The survey findings were consistent with the previous research findings in relation to the ageing workforce in the public-sector organisations in the petroleum industry in Ghana (Antwi, 2005; Agyenin-Boateng, 2006; Mba, 2007; Government of Ghana, 2010; Ghana Oil and Gas, 2013; GSS, 2014; Petroleum Commission, 2015; GSS, 2015; Ajimoko, 2015; Benin, 2017).

On the contrary, findings from the current profile of UK upstream oil and gas sector workforce dispels the ageing 'workforce' myth, where the proportion of over 55 years is lower than the national average (13% vs 32%). The findings from the UK upstream revealed that the perceived gap at the mid-career is not as significant as previously thought; it showed the industry has a high proportion of mid-career professional with half the workforce aged 25-45 (Oil and Gas UK, 2015: 5). Research on a survey of over 67,000 experienced members of Oil and Gas IQ, Ajimoko found that 50% of the workforce in the oil and gas sector is ready to retire (Ajimoko, 2015). This is consistent with the study findings, which revealed that in general, (62.8%) respondents were fifty years or more.

Results from GNPC (63.1%), PC (68.2%), GG (53.6%) and ME (59.0%) confirmed previous research findings on ageing workforce in the petroleum industry in Ghana (Petroleum Commission, 2015, Government of Ghana, 2010, Ghana Oil and Gas, 2013), GSS, 2014; GSS, 2015, Antwi, 2005, Agyenin-Boateng, 2006; Mba, 2007). The objective of identifying and exploring the existing local-skill gap in the oil and gas industry has been achieved. The ageing workforce will impact negatively in the management and utilization of resource from the oil and gas sector in future, and as a result worth consideration by the government of Ghana. According to research by Schlumberger Business Consulting study cited in (ILO, 2012: 7) revealed that the petroleum industry would face a net loss of about 5,500 experienced and aged employees by 2015. It is consistent with the study findings.

Another demographic characteristic that emerged from the study was small females in the petroleum industry. Gender issues associated with a skilled workforce in the petroleum industry globally has attracted a lot of attention, and the findings pointed to the same direction. The study findings, in general, indicated that 77.4 per cent of the respondents were males while 22.6 per cent represented females. Comparatively, the study findings from GNPC (81.5%), GG (80.4%), PC (79.5%) and ME (68.9%) corroborates the general conclusions from the study. The results confirmed previous research findings (Antwi, 2005; Agyenin-Boateng, 2006; Mba, 2007; Government of Ghana, 2010, Ghana Oil and Gas, 2013; GSS, 2014; GSS, 2014; Ajimoko, 2015; GG, 2015; GSS, 2015; Ministry of Energy, 2015; Petroleum Commission, 2015; Benin, 2017). PC's consultant for localisation stated that if you go to workplaces in petroleum industry, it ends up to about 80% to 20% of men and women because some of

the drop out to go for childbearing and so forth, even regarding job applications it is quite high to find more males than females (PC, 2015).

It is evident that much effort is on developing the capacity of a female in the petroleum sector. Statistics on women in petroleum-related activities are often hard to find, inconsistent, incomplete or lumped together with other categories such as race. Unquestionable though the gender gap still exists, and even scarcer in the engineering field and technical areas, which is the core and engine of Poland gas business (Oil and Gas UK, 2015: 5). ILO (2012) argue that the shortage of labour is mainly the impact of demographic challenges for which measures should be taken by the Government to ensure gender balance in the workforce in the petroleum sector. Findings from the Boston Consulting Group study corroborates the study findings.

Years of experience required of potential applicants in the industry has been a challenge. The study findings showed that about 72.5 per cent of the respondents had ten years or more experience in the industry. This significant finding corroborates previous research on experience required for employment in the sector (Antwi, 2005; Agyenin-Boateng, 2006; Mba, 2007; Government of Ghana, 2010, Ghana Oil and Gas, 2013; GSS, 2014; GSS, 2014; Ajimoko, 2015; GG, 2015; GSS, 2015; Ministry of Energy, 2015; Petroleum Commission, 2015; Benin, 2017). Industries such as transportation and agriculture, a college graduate may become an expert in work in approximately three years. However, it differs in the oil and gas industry; for example, it takes about 10 to 15 years (PC, 2015).

A survey of over 67,000 experienced members of the oil and gas industry including Ghana, Ajimoko found that 50% workforce in the oil and gas sector is

ready to retire (Ajimoko, 2015). This is consistent with the study findings, which revealed that in general majority (72.5) respondents were fifty years or more. Another result indicates that the experience required to cut across the four public organisations surveyed and it corroborates the previous research (Antwi, 2005; Agyenin-Boateng, 2006; Mba, 2007; Government of Ghana, 2010; Tordo et al., 2011; Ghana Oil and Gas, 2013; GSS, 2014; GSS, 2014; Ajimoko, 2015; GG, 2015; GSS, 2015; Ministry of Energy, 2015; Petroleum Commission, 2015; Benin, 2017). Research from Cambridge Energy Research Associates (CERA) and Society of Petroleum Engineers (SPE) cited in (ILO, 2012), as well as desktop research by Petroleum Commission revealed that about two-thirds of the professionals in the oilfield have experience of more than 10 years and most are of retirement age (ILO, 2012: 9; PC, 2015; Ghana Oil and Gas, 2013; GNPC, 2015; Thomson, 2011). Although some research is not consistent with the study findings, for instance, research has indicated that in Saudi Arabia, about 60 per cent of the engineers will have less than ten years' experience in the next few years (ILO, 2012).

Undoubtedly, the research main objective as captured in Chapter One, which sought to identify and explore HR resource capacity gap has been achieved. Thy study attempts to explore the local skill capacity gap. Research has revealed that Ghanaians and the SME's seeking to participate in the upstream petroleum sector do not have the understanding and knowledge on activities in the sector, as well as the competencies required (EDC, 2014; Reporting Oil and Gas Project, 2014; PC, 2015; Ghana Oil Watch Strategy Review, 2011; Tordo et al., 2011). Many years of experience as a requirement for employment has contributed to the widening of local skill gap in the emerging oil and gas industry

in Ghana. To corroborate previous research findings, this study findings suggests a reduction in production due to ageing workforce as well as replacement of experienced workers with less experienced workers (Mba, 2007; Government of Ghana, 2010; Ghana Oil Watch Strategy Review, 2011; Tordo et al., 2011; Ghana Oil and Gas, 2013; EDC, 2014; GSS, 2014; Reporting Oil and Gas Project, 2014; Ajimoko, 2015; GG, 2015; GSS, 2015; Ministry of Energy, 2015; Petroleum Commission, 2015; Benin, 2017).

The study findings corroborate previous research findings, which suggests that over-reliance on expatriates due to the ageing workforce has severe consequences on Ghana's economy, unemployment and its related issues. For example, the high rate of youth and graduate's unemployment in Ghana. Another implication on the economy is that many IOC's and government of Ghana (public organisations) are grappling with challenges of reducing the high cost retaining expatriates (Mba, 2007; Government of Ghana, 2010; Ghana Oil Watch Strategy Review, 2011; Tordo et al., 2011; Ghana Oil and Gas, 2013; EDC, 2014; GSS, 2014; Reporting Oil and Gas Project, 2014; Ajimoko, 2015; GG, 2015; GSS, 2015; Ministry of Energy, 2015; Obeng-Odoom, 2015; Petroleum Commission, 2015; Benin, 2017).

Regarding the level of education, the study findings indicate that an overall majority of about (65.5) per cent of the respondents had attained the postgraduate qualification. This finding collaborates previous research findings in Ghana's oil and gas industry. It is worth to note that the results cut across all the four organisations surveyed. As recorded in Chapter Six, due to the hype after the discovery of crude in 2007, and associated poor knowledge about the industry, many Ghanaians started and are furthering their education in oil and

gas related (PC, 2015; GG, 2015; Obeng-Odoom, 2015; Benin, 2017). Gylfason (2001: 858) argues:

'a nation that believes that natural capital is their most important asset may become overconfident and develop a false sense of security and become negligent about the accumulation of human capital, but indeed nation without natural resources have a   smaller margin of errors is less likely to make these mistakes'.

It is argued that evidence from Ghana's experience in oil seems to contradict mainstream characteristics of the oil boom. For example, human capital and economic development in the manner that (1) both the demand and the supply of education have increase astronomically, (2) the investment in oil and gas related training has not yielded the expected results, for example establishing congruence between required job qualification and experience, and the available jobs (Obeng-Odoom, 2015: 101). The study findings are consistent with previous research finding which notes that there are many Ghanaians out there who have acquired postgraduate degrees in the oil and related courses but not expertise the industry require (Gylfason, 2001; Oteng-Adjei, 2011; Darkwa, 2013; Panfod, 2014; PC, 2015; GG, 2015; Obeng-Odoom, 2015; Benin, 2017). The exciting prospects of the oil boom have resulted in an increased investment in oil and gas related education in Ghana, for example the establishment of new Tertiary Institutions, availability of support for research institutions, financial support for capacity building, government scholarships for further studies in-country and abroad as well as the introduction of new courses. However, the findings contradict some previous research which states that natural resource boom draws students away from Universities because people prefer to seek well-paid jobs for which no tertiary education is required, for

example, research on an oil boom is deleterious to human capital formation (Wadho, 2014), coal seam gas (Measham and Fleming, 2014) and (Bell, 2014, Measham and Fleming, 2014; Wadho, 2014). Measham and Fleming further argue that tertiary education in coal seam gas has declined, but the vocational and technical training has been rising since 2001.

In supporting the contrary views to the study findings using a paper drawing on the perspectives of school education in Pennsylvania, Schafft et al., (2014) linked oil boom to doom in building human resource capacity. To avoid or reduce skill mismatch as the findings and the previous research suggests in Ghana, for example, many Ghanaians have attained a postgraduate certificate in oil and gas management and other courses which are not in high demand, but somewhat neglected technical and vocational skills that are in high need.

5.4 Strategies for addressing the existing human resource shortcomings

Upon discovering crude, Government of Ghana aimed to address HR challenges in the public sector. The study sought to identify and explore existing HR capacity gap in the public-sector organisation in Ghana. The other objective was to identify and explore the current strategies and practices being adopted by the organisations to build local skills. This study shows a wide local skill gap which poses as treat to utilisation and management of the oil and gas resources from the sector (GETFund, 2010; GNPC, 2010; Ghana Government, 2010; World Bank, 2010; Darkwa, 2013; Owusu-Ansah, 2013; Panford, 2014; Ayelazuno, 2014; GG, 2015; PC, 2015; Benin, 2017). There is the need to commit more resources to the organisations to initiate new strategies to attain the set targets in the industry.

5.5 Perceived shortcomings in the public organisations

The study findings showed that about half (46.9) per cent of the respondents observed a wide capacity gap of 40 per cent and above. Comparatively, the results further indicated that about ME (65.6%) and PC (86.3%) perceived the existing HR gap in their organisation above 40 per cent or above. However, about 70 per cent of the respondent from GNPC and GG showed a small skill gap. These study findings are consistent with the previous research findings. In general, the wide gap revealed by the study findings corroborate the previous research findings and the literature review in Chapters Two. To support the study findings, desktop research from the Petroleum Commission (PC) indicates that it lacks the necessary staff to prudently and efficiently regulate the operators in the sector, such as Tullow Ghana Limited having experienced staff (PC, 2015).

Initial desktop research confirms the gap between supply and demand for skilled labour and identified specific skill sets as 'skill in demand' using; (i) work permit applications of expatriate over a period of two years, and (ii) survey among oil and gas company executives, the results reveals that the shortage primarily affected six main areas of skills in demand: Engineering (488), Geosciences (17), Technicians (152), HSE (27), Business (29) and Logistics (43) (Petroleum Commission, 2015; Tullow Ghana, 2015; GNPC, 2015) (see Appendix 7). In supporting the research findings, Dr Frempong, the consultant to the PC local content policy implementation acknowledged that the projection is expected to triple when TEN and Sankofa come on stream, but noted that the current skill in demand is about 2000 (Petroleum Commission, 2015). According to Ghana Gas Company (2015), it can boast of 100 per cent

Ghanaian employees, either foreign trained or expertise with dual nationality running the company, for example, management, the CEO and all the board member are Ghanaians. However, the workforce lacks the skill to operate the plant, so a foreign contractor has been contracted to manage and carry out maintenance on the plant for many years. A survey conducted indicates that many Ghanaians have had training in oil and gas related areas, but argue that there is a local skill mismatch. The objective to identify and explore the HR capacity gap is achieved. The next subsection discusses strategies being as well as recruitment and selection criteria.

5.6 Strategies, recruitment and selection criteria

The study findings suggest that the organisations used various strategies to build the capacity of the local workforce. Seeking to identify and explore the approach used by the public organisation to address the existing gap as captured in Chapter One of the study: how can the current local-skill gap be addressed? The study first identified and explored the various strategies the four selected organisations have adopted for addressing HR gap perceived or identified from previous research. For example, literature review, previous investigation including this study uncovered some strategies enumerated as: professional integration programmes, expatriate work permit facilitation strategies, overseas and local scholarship programmes, technology transfer and skill transfer programmes, staff competency building, recruitment and selection strategy, remuneration and rewards strategies, and technical and vocational education programme. The study findings suggested that in general, about 42.9 per cent applied directly to the organisation for employment.

Surprisingly, the study revealed that about 29.2 per cent transferred from other department or public organisations.

The findings indicate that approximately half ME staffs 49.2 per cent transferred to the Ministry from other Ministries. It corroborates previous research findings which showed that staffs frequently assigned to and from the Ministries (ME, 2015). Unlike the ME, the results showed that majority of GNPC (55.4%) were employed through direct employment which is consistent with the literature review and previous research (Agyenin-Boateng, 2005; Antwi, 2006; Weerantunga, 2007; GETFund, 2010; GNPC, 2010; Ghana Government, 2010; World Bank, 2010; Ablo, 2012; Darkwa, 2013; Owusu-Ansah, 2013; Amegashie-Viglo, 2014; Ayelazuno, 2014; Obeng-Odoom, 2014; Panford, 2014; GG, 2015; Ministry of Energy, 2015; PC, 2015; Benin, 2017). The implication is the GNPC has a high staff retention rate as compared to ME. For example, on 2nd November 2011, Ghana Gas advertised for about 32 different senior levels vacant positions in the organisation as captured in Chapter Two of the study (Ghana Gas, 2011). However, due to the embargo placed on employment at the Ministries, the ME resorted to transferring of staff from other department and Ministries to augment their workforce. The findings further indicated that except for GPNC (10.8%) and PC (4.5%) per cent were engaged through internships or professional integration programmes; the rest does not place much emphasis on graduate recruitment and integration. The objective of the study to identify the strategies and methods of recruitment have been achieved.

5.7 Sustainability and efficiency of the strategies

These study findings revealed that the various approaches used are efficient (65) per cent. However, the procedure at the ME (57.4) per cent pointed to the

inefficiency. The study findings are consistent with previous research finding and the literature review in Chapter Two. The results from ME is not surprising in the sense that recruitment and selection, and the strategies are under the purview of Public Service Commission which relies on an old system of hard copy paper application submission, little advertisement, bureaucracy, red-tapism and government interferences. According to the Ministry, the government delay in release of funds for capacity building projects, recruitment and selection not based on merit (Agyenin-Boateng, 2005; Antwi, 2006; Weerantunga, 2007; Ablo, 2012; Darkwa, 2013; Amegashie-Viglo, 2014; Obeng-Odoom, 2014; Panford, 2014; GNPC, 2015).

However, the other three organisations placed much importance on HR and therefore focussing on the development of new strategies to efficiently churn out or build the capacity of their workforce. Previous research indicates that GNPC, GG and PC make use of a participatory approach, power strategies (change introduce rapidly), negotiation strategies and contingency strategies (considering all factors before adopting the appropriate change strategy) which affirms the study findings (Agyenin-Boateng, 2005; Antwi, 2006; Weerantunga, 2007; Ablo, 2012; Darkwa, 2013; Amegashie-Viglo, 2014; Obeng-Odoom, 2014; Panford, 2014; GNPC, 2015). As noted in the literature review and the previous research, I lack the personnel's and the platform to make their strategies work efficiently, since they rely solely on transferred from other ministries or employment through Public Service Commission (Ministry of Energy, 2015). For example, the World Bank capacity building programme or scholarship is being coordinated by the British Library in Accra, Ghana (World Bank, 2010; Ministry of Energy, 2015).

The other area the study revealed was an issue of the sustainability of the strategy. Research has shown that Ghana has a severe challenge regarding the implementation of projects, for example, capacity building of public sector employees (Antw, 2005; Agyenin- Boateng, 2006; World Bank, 2010; Local Government Service, 2012). The emerging findings from the study suggested that the sustainability of the strategies hinges on funding. Out of the four organisations, three of them; GNPC, PC, and GG stated that their plans are sustainable. However, it was surprising to find out the regulator (PC) instead attributed the sustenance of their approach to the availability of funding and timeous release of funds from the Ministry which corroborates previous research findings (IOGIRC, 2015; ME, 2015; PC, 2015). According to the Annual Budget of Ghana, the government makes adequate financial provisions and commitment for GNPC from the Petroleum Management Funds (Government of Ghana, 2015; GNPC, 2015). For example, out of a total of US$341.5 million released from the oil proceeds, about US$98.3 million was allocated to GNPC as its shares of Equity Funding, and Net Carried and Participation Interest (Government of Ghana, 2015). To corroborate the present financial difficulties on the part of the Ghana government, the World Bank offered about US$38 million to assist the government to address capacity challenges. Addition to the amount quoted above, Ghana Gas project secured US$3 Billion facilities from the Chinese Development Bank through the Ministry of Finance in Ghana (Ghana Gas, 2015). It is a self-financing gas project. As a result, the organisation is now in an excellent position to finance its HR capacity building initiatives.

GG has no funding issues about the capacity building of workforce because it has the platform and the funding for such activities (Ghana Gas Company, 2015; Ministry of Energy, 2015, Government of Ghana, 2015). This development is consistent with the study findings and the previous research. Taking into consideration the study finding on issues of sustainability, the main research question: How sustainable and efficient are the strategies of the organisation for local capacity in the sector? The earlier question has been answered. The next section discussed the performance management system in the public organisations in the oil and gas sector in Ghana.

5.8 Finding related to performance management/appraisal

Employees in the Civil Service in Ghana are noted for lackadaisical attitude towards performance appraisal system. Public organisations in the oil and gas industry have implemented an annual performance appraisal system which bears characteristics of traditional performance appraisal technique (Mensah and Babu, 2015; Ohemeng, 2011). In supporting this thesis findings, HR director at the Ministry of Energy in Ghana argues that the culture in the public service had rendered performance appraisal and feedback inefficient (Ministry of Energy, 2016). As indicated earlier, Apau and Yobo (2014: 12) revealed that "more employees live by norms and values of the organisation." In the last three decades, performance management has attracted critical attention of employers and organisations to enhance efficiency, effectiveness, and accountability of public sector organisations in Ghana (Dodoo, 1997; Antwi, 2005; GOG, 2007; Antwi et al., 2008; Ohemeng, 2011; Mensah and Babu, 2015; Ohemeng et al., 2015). Research has shown that since the introduction of performance appraisal in the public sector in Ghana, public sector workforce awareness rate

has been high but participation has recorded a low figure (Dodoo, 1997; Antwi, 2005; Antwi, 2006; GOG, 2007; Antwi et al., 2008; Ohemeng, 2011; Mensah and Babu, 2015; Ohemeng et al., 2015).

5.8.1 Staff awareness and participation in performance appraisal

The study findings suggested a high rate of staff awareness (87.2) per cent of performance appraisal in the four organisations, which corroborate previous research findings and the literature review in Chapter Two. The study findings are no surprise in the sense that earlier findings from previous research in public sector performance appraisal pointed in the same direction. It is important to note that many research of performance appraisal in public sector organisations in Ghana indicates that government of Ghana attempt has failed (Dodoo, 1997; Antwi, 2006; Ministry of Public Sector Reform, 2006; Wereko, 2008; Ohemeng, 2009; Ohemeng, 2011,). Previous research revealed that lack of active participation and engagements constitute a significant factor, and it is consistent with the study findings which showed that in general about 72.1 per cent were appraised in 2014, while about 27.9 are not. In comparison, GG (41.1) per cent not assessed in 2014.

The research conducted by Analoui and Fell (2000) is consistent with the study findings. Analoui and fell investigation revealed that staff had limited knowledge about the appraisal process which corroborates the interview statement made by HRD2 as captured in Chapter four. The question for the future is why staffs should organisations appraised employees annually? These study findings highlight the efficiency and effectiveness of the appraisal system in the public organisations in the public sector. It must be evident the study objective to identify and assess the current strategies, situations, practices and procedures

being adopted by the state organisation to address HR capacity challenges are achieved. Undoubtedly, Armstrong and Baron argue PA require a second look for positive desired performance, and as a result employee knowledge, participation and acceptance are critical to the success of implementing performance Management in an organisation (Armstrong and Baron, 2012).

However, TDD2B stated that in terms of procedure, his organisation appraise staff on an annual basis which is consisting of previous research conducted on performance appraisal, Ohemeng et al., (2015: 186), and other studies have shown that performance appraisal is an annual affair (Dodoo, 1997; GOG, 2007; Antwi, 2005; Antwi et al., 2008; Antwi, Analoui, Nana-Agyekum, 2008; Ohemeng, 2011; Mensah and Babu, 2015). According to Hutchful the Structural Adjustment Program (SAP I, SAP II) failed because of inactive participation of employees and the weaknesses in the HR department that were expected to implement the program, which corroborates the statement made by HRD2 (HRD2D; Hutchful, 2002). It is argued the inability of the Civil Service Sector Reforms Program improves the service's performance using job analysis, classification, and reassignments, including rationalisation of staff levels. It led to the establishment of the new program, the Civil Service Performance Improvement Program (CSPIP) to improve employee's performance and efficiency in the public organisation (Antwi et al., 2008; Antwi, Analoui, Nana-Agyekum, 2008; Ohemeng, 2009; Ohemeng, 2011). Despite the development and signing of a performance agreement between government and employees at the various ministries, departments and agencies, active participation in performance management and appraisal failed due as a result limited knowledge of the performance appraisal system in the petroleum industry in

Ghana. It is argued that the civil service and public service in Ghana have vague and unclear performance standards (Bratton and Gold, 1999; Agyenin-Boateng, 2006; Boxall and Purcell, 2011).

Antwi *et al.*, (2008) attributed the inactive participation to poor performance appraisal (PA) design and implementation while Adei and Boachie-Danquah (2003) argue that PA has failed because the organisations thought the mere signing of performance contracts could work effectively without recourse to awareness creation and education. Based on Ohemeng's research on performance management, he identified certain factors which collaborate the study findings: lack of staff's involvement, education (knowledge) and participation (Ohemeng, 2011). The culture, belief and political influence have a negative impact on HRM in the public sector in Ghana (Izuogu, 2015). The effectiveness of performance appraisal depends on the extent to which public sector employees accept the system as part of the organisation's culture (Ohemeng, 2011). Research in Ghana indicates there is a significant relationship in between organisational culture and employee behaviour (Apau and Yobo, 2014). Organizational culture shapes how the employees are expected to behave and adhere to rules and their approach to work (Ehtesham et al., 2011; Apau and Yobo, 2014). Research shows that organisational culture influences employee behaviour in Ho Municipal Assembly in Ghana (Apau and Yobo, 2014). It revealed that that more employees live by norms and values of the organisation. Mensah and Badu (2015) emphasised that the current system where the staff gets promoted irrespective of performance appraisal should be discontinued or reviewed. The study findings revealed that the organisational culture in Ghana's public sector affects performance appraisal.

The situation in Nigeria is not different because human resource management influenced by the community's culture and as well as political culture. Ayoade (2000) opined that subjective recruitment, selection, appointment and promotion in public service are influenced by organisation's culture, resulting in recruitment of incompetent people to the public sector in Nigeria. For example, the ratio of Nigerian employees in Saipem and that of expatriates (Izuogu, 2015). The culture, belief and political influence have a negative impact on HRM in the public sector in Ghana (Izuogu, 2015). The next subsection discussed findings emerged from the appraisers and efficiency of performance appraisal in the public organisations in the oil and gas sector.

5.8.2 Feedback from appraisers

Research has shown that prompt and positive feedback embedded in the performance management system cannot be underestimated (Dodoo, 1997; Torrington et al, 2002; Agyenin-Boateng, 2006; Ministry of Public Sector Reform, 2006; Analoui, 2007; Antwi et al., 2008; Antwi, Analoui, Nana-Agyekum, 2008; Ohemeng, 2009; Wereko, 2008; Ohemeng, 2011; Armstrong, 2014). The study revealed that in general about 57.9 per cent received feedback from the last performance appraisal in 2014. It is not surprising to find out that the study findings suggested that 42.1 per cent were not given feedback after performance appraisal, which corroborates previous research findings (see Table 6.18). However, GNPC (72.3%) and PC (81.8%) received feedback from appraisers which needs improvement.

Comparatively, ME (63.9) per cent of their staff receive no feedback which is consistent with the literature review and previous research findings (see Table 6.18). HRD5 stated that staff takes feedback seriously because of its key to PM

and the survival of GNPC (HRD5C). However, TDD3 noted that unlike the old appraisal system, the ME has just started using a new performance appraisal system which categorically emphasises the need for prompt feedback (TDD3D). This finding is consistent with Mayer's (1991) performance appraisal feedback, performance management in the public sector by Mensah and Babu (2015), and much other research (Ayee, 2001; Colyvas, 2006: 306; Latham and Mann, 2006: 296; Owusu, 2006; Aguinis, 2009; Ohemeng, 2009; Ohemeng et al., 2015;). According to Mensah and Babu's research, about 70 per cent of the respondent noted that for performance appraisal to work effectively and efficiently, there is the need for prompt and positive feedback to employees (Mensah and Babu, 2015: 103). Colyvas and Powell argue that delayed feedback defeats the purpose and objectives of performance appraisal (PA), there is the need for appraisers to give prompt and positive feedback (Colyvas and Powell, 2006: 306).

According to a survey conducted by The Industrial Society (1997), one of the three most critical functions of appraisal was the provision of prompt and constructive feedback on employee performance. In supporting of 'no-feedback' or 'delayed-feedback' associated with public sector organisation in the oil and gas sector, previous research findings suggested a compromised performance appraisal in Ghana's public organisations. Analoui (2007) argues that feedback is crucial to improving the motivation of employees, and criticism if delivered in the appropriate platform, will help boost the staff's confidence. It is arguing that due to 'no-feedback' or delayed-feedback in the petroleum sector organisations, the PA is fraught with abuse, biased, favouritism and political influence make the credibility of the PA process questionable (Nkrumah, 1991; Ayee, 2001;

Antwi, 2006; Latham and Mann, 2006; Antwi et al., 2008; Aguinis, 2009; Bawole et al., 2013; Ohemeng et al., 2015).

According to Merit (2007: 4).

> 'Expectancy theory suggests that workplace motivation occurs when employees know what is expected to do? believe they can meet those expectations, believe that the achieving target attracts reward, and rewards perceived as valuable.'

Previous research has suggested that feedback mechanism embedded in the performance appraisal system is critical to the sustenance and effectiveness of the system. It is arguing that performance management should be a continuous process of measuring and identifying performance gap, recommend development and ensure coaching is inherent in the process (Latham and Mann, 2006; Aguinis, 2009; Crowford et al., 2013). Asumeng (2013) argue that public employee in Ghana are inclined to seek feedback where the perceived benefit outweighs the perceived costs (Asumeng, 2013). Assuming further contends that "the implication in organisations when managers recognise the usefulness of feedback in enhancing performance and development, employees will take appraisal issues seriously. Ghana's public-sector organisations are noted for a culture of lackadaisical attitude to performance appraisal (Asumeng, 2013). The situation in Nigeria does not differ from Ghana because of the community's culture as well as political influence on HRM. To support the findings, Ayoade (2000) found that subjective recruitment, selection, appointment and promotion are influenced by organisation's culture, resulting in recruitment of incompetent people to the public sector in Ghana. According to

Izuogu (2015) culture, belief and political have a negative impact on HRM in the public sector in Ghana.

5.8.3 Efficiency and effectiveness of performance appraisal system (PAS)

The findings from the study revealed, in general, the performance appraisal system was quite efficient. However, the investigation revealed GNPC (64.6) per cent indicated the PAS was very useful, while the less than (10%) of the remaining three organisations showed that the system was very active (see Table 6.19). The study findings from GNPC (64.6%) corroborates with a survey by Sibson and WorldatWork (2003-2005) as reported by Kochanski (2007), which revealed that 64 per cent of high performing employees had useful performance management system. The findings corroborate previous research findings, which suggest that the public-sector organisations lack efficient performance appraisal system.

The findings revealed that ME (52.5%) of staff believe that PAS is inefficient, which is consistent with the statement made by the HRD2: arguing that I am still using the traditional performance appraisal system which is fraught with challenges, such as no performance target and job description (HRD2D). He further argues that the performance appraisal aimed at promotion and not employee development. To corroborate the study findings using a large-scale survey of focus groups, Longenecker (1997) revealed that unclear performance criteria or an ineffective rating instrument accounted for the failure of performance appraisal systems in organisations. Research conducted found improvement on subordinate and peer rating using 360-degree feedback (Bernadine et al., 1995). It signifies that for the performance appraisal at the ME to work effectively and efficiently, the organisation should employ more than

one technique or tool. Unlike ME, the GNPC has an efficient competency assessment profiling of all employees, known as PMS, which captures detail profile of each employee, where their levels are, type of training required and how to be able to reach that level, this interview statement corroborates the study findings (TDD4C). GNPC has CSM online, which is funded by International Human Resource in Boston for oil and gas industry, where each staff is on the database. In supporting the study findings, Daniels (2009) argues that the performance appraisal system in public organisation is too vague to improve and sustain performance.

The inefficiency of performance appraisal system revealed by the study findings corroborate previous research and the literature review (Dodoo, 1997; Torrington, 2002; Adei and Boachie Danquah, 2003; Antwi, 2006; Owusu, 2006; Ministry of Public Sector Reform, 2006; Antwi et al., 2008; Antwi, Analoui, Nana-Agyekum, 2008; Wereko, 2008; Ohemeng, 2009; Ohemeng, 2011; Armstrong and Taylor, 2016). Ohemeng argues that it will be difficult to unravel the underlying causes of performance appraisal failure due to poor organisation coupled with acute bureaucracy in the public organisations. Considering research on praising performance, Bawole *et al.,* (2013) revealed that in the Civil Service of Ghana, managers (appraisers) use PA as a source of additional power to appraisers, so staff who are not in the green book of the appraisers are appraised negatively.

According to Bawole *et al.,* (2013: 959), a participant laments:

> "PA is an effective tool. If someone wants to get you out of the system, PA is an effective tool to do so especially that we don't have good appeal system in place and the fact that superiors tend to support each   other in the event of appeals."

In support of the above issues, findings of Monyatsi et al., (2006: 223) revealed that appraisal is used to "oppress, reprimand, and to punish subordinate who do not conform to the dictates of superiors". The appraisal forms used in the various public organisations in Ghana are out-dated, for almost four decades, and absence of guidelines and standard criteria, make PA hardly serve the purpose (DeNisi, 2011).

5.9 Human resource development (HRD)

This section discusses the emerging findings of HRD reviewed in the literature that informed the research. The study attempts to answer research questions, HR capacity building, which centres on the impact of training and development on employee's performance, induction, availability of a scholarship for staff, sponsored CB programmes, CB policies and plans, Succession plans and equal opportunity.

5.9.1   Impact of training and development on employees' performance

The emerging findings from the study suggest that in general about 63.7 per cent improved on their performance due to the impact on training and development (see Table 6.23). Comparatively, GNPC (86.2%), GG (75.0%) and PC (70.8%) revealed that training and development had impacted positively to improve staff performance. This revelation tends to support and corroborate meta-analysis by Rodgers and Hunter (1991), a performance survey by

Armstrong and Baron (1998). Contrary to findings from GNPC, GG and PC, about ME (75.4%) indicated that training and development have not improved on their performance. This finding was complimented by HRD2, who argued that training and development is not part of their service conditions, but Civil Service attempts to develop a scheme for service training for staffs to undertake before being considered for promotion to the next level. It could be inferred PA is geared towards the development of employees. The emerging finding is consistent with the literature review and previous research findings. The survey findings corroborate interviews data for the study. For example, TDD1 argue that where appropriate an employee receives appropriate training, it enhances performance. (TDD1A). In justifying this study finding, Analoui (2007: 161) emphasised that the developmental aspect of HRD is designed to improve employee performance, and captures rewards and motivation. The literature review and previous research compliment the emerging findings which indicate that employees' training greatly increases their capacities and attitudes that sustain organisations performances (Dalery and Doty, 1996; Analoui, 2007; Paradise, 2007; Irene, 2009; Caplan, 2011; Armstrong and Taylor, 2016). In Chapter Two, HRD is seen as an organisation's aims in improving the knowledge, ability, skills, and other talents.

It is argued that HRD involves the provision of learning, development including training opportunities to leverage employee's performance which tends to support the study findings (Brumbach, 1988; Armstrong, 2001: 513, Analoui, 2007, Ongori and Nzonzo, 2011). However, Asgarkhani (2008) argues that the success of training and development hinges on the effectiveness of performance planning, measuring and integration. The implication is that an

employee should be adequately trained and integrated into the system. Although research has revealed that training and development results in improved individual performance, other research findings suggest that training must be assessed regarding transfer (Wickramasinghe, 2006). Wickramasinghe's research findings are consistent with Berman et al., (2001), Pearson (2002) Pidd (2004). Corroborating study findings above, research in training and development by Ongori and Nzongo revealed that the resultant effect of adequately executed training and development programmes are practical during performance management processes (Ongori and Nzongo, 2011: 188). The study attempts to examine how the strategies contribute to the development of the HR capacity building in the public organisation in the oil and gas sector in Ghana, and the findings indicate that the object this research have been achieved.

5.9.2 Induction and integration into the organisation

Induction and integration of new employees into an organisation has gained a lot of attention globally. In recent years it does not involve only recruits or employees but also constitute a managerial practice to empower staff and integrate into the organisation (Feldman, 2000; Wanous and Reichers, 2000; Fullan, 2007; Percy and Colleague, 2008; Multders et al., 2010; Pollitt, 2010; Farnham, 2015; VanWaes et al., 2015). The study sought to find out whether employees are appropriately given induction and integrate into the organisation. The study findings revealed that in general about 74.3 per cent received induction after recruitment and selection (see Table 6.22).

The findings are consistent with previous research findings as well as the literature review in Chapter Two and Four (Wanous, 1993; Feldman, 2000;

Wanous and Reichers, 2000; Kammeyer-Mueller and Wanberg, 2003; Antwi, 2005; Agyenim-Boateng, 2006; Fullan, 2007; Percy and Colleague, 2008; Multders et al., 2010; Pollitt, 2010; Daskalaki, 2012; Obeng-Odoom, 2014; Farnham, 2015; VanWaes et al., 2015; Matthews et al, 2017). Unlike GNPC (84.6%), PC (84.1%) and GG (71.4%), ME (59.0%) recorded the least number of inductees into their organisation. The emerging issues from the study corroborate with the statement made by TDD4, who emphasised that induction and integration of newly recruited staff into the organisation has been factored into GNPC's capacity building policies (TDD4C). Contrary to the above, HRD2 stated that the ME does not take induction and integration of staff very seriously.

It could be inferred newcomers encounter a lot of stress and lack of entry experience due to the improper introduction. HRD2 opined that the Public Service Commission must make induction of new staff mandatory, to integrate them properly into the system by giving them the fundamental knowledge of the organisation's vision, aims and procedures at the start of the job for them to build confidence to execute their test effectively. To support the findings from the study, research by Mulders (2010) found that small firms effectively develop, master and strategise their staff induction but public organisation do base on ad hoc problem solving a dynamic capability instead. HRD1 argued that GNPC's induction is not meant to induct only new employee with less knowledge and experience, but it encapsulates staff with years of experience in the industry because the organisation most often requires expertise with more than ten years of experience (HRD1C). In support of the above findings, previous research considers the entry of knowledge of fresh employees (Cable and

Parsons, 2001; Garavan and Mulphy, 2001; Cooper-Thomas and Anderson, 2002), these findings cannot be without many years of industrial experience (Cooper-Thomas and Anderson, 2002).

It is argued that public organisation in the oil and gas sector in Ghana should employ pre-entry induction (recruitment and selection), and post-entry induction (orientation and socialisation). According to TDD2B, the trainers lack the requisite training to conduct appropriate inductions, no formal procedure and as a result, many new employees find it difficult to adjust and integrate into the organisation in time to execute their job correctly. The statement by TDD3D on the inefficiency of induction in the public organisations in the oil and gas sector is consistent with the survey findings (Meyer and Allen, 1988; Fowler, 1990; Fullagar et al., 1995; Rubin and Gorden, 1995). The objective of the study to examine how the strategies are contributing to the development of local-skill in the public organisation in the oil and gas sector in Ghana have been achieved.

5.9.3 Method recruitment and selection into the organisation

The study sought to find out how the employees recruited or the root of entry into the organisation. The findings revealed that in general about 29.2 per cent are transferred from other departments or public organisations; while direct application accounted for about 42.9 per cent (see Table 4.20). Comparatively, the study survey finding showed that about ME (49.2) and PC (43.2) per cent were transferred which is consistent with qualitative data analysis and the previous results. The findings show that GNPC had the least number of employee transfers, which corroborate the statement made by TDD4C. To complement the findings which revealed that majority of staffs from ME and PC transferred to the organisation; HRD2 stated that the ME is noted for many

transfers of personnel and most of them are ageing. (HRD2D). In corroborating HRD2's statement and the study findings, Idrisu (2014) found that about half of the professional workers in Ghana's oil and gas sector will retire by 2017. TDD1 stated that the majority of the staff of PC were transferred from various public organisations because the Commission needed experienced people which they hardly find in the Ghanaian market. The finding is consistent with previous research and the literature review (Antwi et al., 2008; Government of Ghana, 2010; World Bank, 2010; Ghana Oil Watch Strategy Review, 2011; Tordo et al., 2011; Bawole et al., 2013; Darkwa, 2013; EDC, 2014; Panford, 2014; Reporting Oil and Gas Project, 2014; Ajimoko, 2015; Obeng-Odoom, 2015; Ministry of Energy, 2015; Petroleum Commission, 2015).

Findings indicate that Ghana has HR challenges in the oil and gas sector, which compelled the ME and PC to resort to departmental and organisational transfers of staffs to boost existing capacity (Antwi et al., 2008; Government of Ghana, 2010; World Bank, 2010; Ghana Oil Watch Strategy Review, 2011; Tordo et al., 2011; Bawole et al., 2013; Darkwa, 2013; EDC, 2014; Panford, 2014; Reporting Oil and Gas Project, 2014; Ajimoko, 2015; Obeng-Odoom, 2015; Ministry of Energy, 2015; Petroleum Commission, 2015). To support the study findings, Mrosovsky (2012) showed that those employment opportunities assured by the government upon the commencement of oil and gas production were just not available.

The study findings revealed recruitment of GG (53.65%) is consistent with an advertisement for about 32 expert positions in 2011, as well as the statement from TDD2, which said that majority of their staff are recruited directly in-country and abroad (Ghanaians in the diaspora). To complement the above study

findings, UNDP argues that under the indigenisation philosophy, much emphasis should be placed on training and recruitment of graduates in the technical and vocational area through internship programmes, professional integration and put structures in place, such as grass strategies as indigenisation can be expected to thrive (Cooper, 2007; UNDP, 2013; Obeng-Odoom, 2014). For example, the IOC's should intensify on-the-job training, because the Petroleum Commission cannot do it alone. Obeng-Odoom noted that resorting to departmental transfers to addressing existing HR capacity gap in the organisation will only worsen the situation in a few years' time because the said staffs are ageing (Obeng-Odoom, 2014). It is argued many people trained and other are given the practical training both in-country and abroad. However, Darkwa's research found that training, recruitment and retention of expertise by the public organisations in the sector should be a given priority to address the local-skill gap. Darkwa's findings tend to support GNPC's policy to recruit the majority of employees directly, train, build their capacity and retain them. Undeniably, the findings indicated the not much emphasis is placed on recruitment of staff through placement, internship and national service at ME (8.25), the remaining organisation are encouraging but still requires active and dynamic improvement to address the ageing local workforce. The next subsection discusses the availability of credible and efficient database to facilitate recruitment and selection in the oil and gas sector in public organisations.

5.9.4 Findings relating to the availability of the credible and efficient database

Due to the increasing effect of globalization and technological advancement, most organisations have commenced usage of computerised and electronic

database to manage their information system in the various departments. HR is one of the specialised areas considered. The study sought to find out the availability of a credible and efficient database in the organisations. The rationale was to find out whether the organisation places much importance on their database in information sharing, and especially about the areas that affect their workforce. The study findings revealed that in general, an average of about 47.4 per cent had a perception that the existing database to manage HR information systems are inefficient, while 40 per cent said the database is efficient. Comparatively, at ME (55.75) per cent indicated that the database is not credible and inefficient, whilst at GNPC (60%) and PC (47.7) believed their database are respectively efficient (see figure 4.1). To corroborate the study findings, Mathias and Jackson averred that dynamic and efficient database facilitate quick decision making, HR planning and administration, for example, data becomes much easier to store, retrieve, update, classify and for analysis (Mathias and Jackson, 2010).

The findings suggest that the database in both ME and GG are not efficient, while both GNPC and PC had an active and credible database. Results corroborate literature review in Chapter Two as well as the previous research findings (Karkari et al., 2015; Ministry of Energy, 2015; PC, 2015; Obeng-Odoom, 2015; Energy Commission, 2017). The study finding is consistent with the literature review which indicates that GNPC has a database (CSMonline.com) funded by IHR in Boston. The study survey findings corroborate with the interview data by TDD1A. TDD1 argued that PC has an efficient database which was supported by HRD3, saying they have a dynamic database which is the first point of contact for the Commission and the IOC's

about the employment of local skill. Research by Kumar revealed, to gain a competitive advantage, an organisation must establish a credible and digital database to balance human capital to attain the desired profitability or outcome (Kumar, 2012). According to Energy Commission, in collaboration with the other national stakeholders, they have put in place a national energy database with the intent of linking the institutions in the country to enhance policy formulation, implementation and national development planning in the petroleum and energy sector (Energy Commission, Ghana, 2017). The initiative was carried out in fulfilment of the mandate of Energy Commission under the section 2(2) (d) of the Energy Commission Act, 1997 (Act 541).

However, the national database does not capture HR information about the sector. It confirmed the views of HRD2(D), noting ME continues to use manual and paper data documentation which poses a severe challenge to manpower planning activities such as staffing: which cannot be overlooked, current employees strength to be able to forecast the future requirement, training and development: to beef up employee capabilities, career development: which is crucial HR exercise that projects into the future towards succession planning, and the last aspect is downsizing: helps to ensure continuous operations to avoid disruptions (Barron, 2004; Dessler, 2008; Tansley et al., Armstrong, 2009; Wiblen, 2010; Ablo, 2012; Darkwa, 2013; Ayelazuno, 2014; Karikari, 2015; Obeng-Odoom, 2015).

5.9.5 Findings relating to the availability of scholarships and sponsored training programmes

What the prospect of the crude oil finds in Ghana was hyped about potential job availability. The government and the IOC's have since committed funds to build

local skill in the industry. The study findings revealed low awareness of available scholarship for employees except for GNPC (100%). GNPC Learning Foundation established a couple of years ago. The two national scholarship awarding institutions are GETFund and Scholarship Secretariat (Ghana Government, 2010, Benin, 2017). However, averagely 46 per cent of the respondents are not aware of government scholarship programmes by GETFund and Scholarship Secretariat. Based on the survey findings, about GG (73.2%), PC (56.8%), and ME (62.3%) showed employees' unawareness of the existing government scholarship.

The survey finding is consistent with the interview data which signified that there is no collaboration between the scholarship awarding institutions and the stakeholders in the petroleum industry in Ghana (TDD1A, HRD4B, HRD1C and TDD3D). The study findings corroborate previous research findings and the literature review in Chapters One and Two (Heum ethe t al., 2011; Ayelazumo, 2013; Owusu-Ansah, 2013; Ablo, 2015; IOGIRC, 2015; Petroleum Commission, 2015; Benin, 2017). In supporting these study findings, Benin (2017) found that the scholarship secretariat does not consult nor seek any advice from the operators in the industry in granting of scholarships to Ghanaians for further training both locally and abroad. According to IOGIRC (2015), due to poor publicity, communication and collaboration, Ghana has trained many unwanted Master's Degree graduates abroad who are not employable in the industry. Dr Frempong, the advice to the local Content at Petroleum Commission, noted that until the Scholarship Awarding Institutions collaborates with the stakeholders in the industry, the government will continue to waste vast sums of money to train unwanted people in the area not required by the industry (PC, 2015). It is

argued government of Ghana has engaged more than 500 people for in oil and gas programmes in-country and abroad. The study findings suggest most staff from GNPC (70.8) and GG 73.2) have received training but that of PC and ME fell below 50 per cent. The study finding collaborate previous research findings and the literature review (Antwi et al., 2008; Heum et al, 2011; Ghana Oil Watch Strategy Review, 2011; Tordo et al., 2011; Ayelazumo, 2013; Bawole et al., 2013; Owusu-Ansah, 2013; EDC, 2014; Reporting Oil and Gas Project, 2014; Ablo, 2015; Ajimoko, 2015; IOGIRC, 2015; Ministry of Energy, 2015; Petroleum Commission, 2015; Benin, 2017).

According to Ghana National Gas Company (2017) local engineers have finally taken over the technical operations of the county's premier and emerging natural Gas Processing Plant at Atuabo in Ghana, due to the massive on-the-job training and secondments of staffs to the foreign expatriates who operated the plant to understudy them (Ghana National Gas Company, 2017).

This new development is consistent with the study findings. Substantiate the study findings, the Project Coordinator for the Local Content at the Ministry of Energy argued that British Council is managing the US38 billion grant from the World Bank meant for capacity building programs, so the Ministry is allocated about ten places annually, which is woefully inadequate (Ministry of Energy, 2015). The survey findings corroborate the interview data analysis, where TDD1 said that Petroleum Commission's staff have capacity challenges as an operator in dealing with the expertise from the IOC's, due to inadequate funds to train staff (TDD1A). The aim to identify and explore the gap in the HR capacity of employees' in the public organisations in the oil and gas sector have been achieved.

5.9.6 Findings from LI2204 and Government commitments

The results emerged from the study indicated that Local Content policy and Participation (LI2204) had had a positive impact on HR (local) capacity building. The question 2 of the subsidiary questions: To what extent is the Local Content Legislation impacting on the local-skill capacity building in the oil and gas sector, has been answered. On the average, about 88.1 per cent responded 'Yes' to signify that LI2204 is having a positive influence on the capacity building which corroborates previous research findings (see Table 6.25). To support the study findings, Benin (2017: 125) found that the local content at the upstream petroleum sector was 50-60 which indicates that they meet the requirement of LI2204. The qualitative data from PC is inconsistent with the survey data in the sense that, HRD3 emphasised that without the LI2204 professional integration programme would not have been possible to attach about 150 graduates to the IOC's in Ghana for on-the-job training, coaching and mentorship (HRD3A). The study findings substantiate IOGIRC (2015) and Benin (2017) research which indicates that both public and private organisations adhere to the requirements of LI2204.

To substantiate these study findings, the CEO of Ghana National Gas Company indicated that local engineers have finally taken over the technical operations of the county's premier and emerging natural Gas Processing Plant at Atuabo in Ghana due to the enforcement of the LI2204 (Ghana National Gas Company, 2017). It was therefore not surprising that the study findings showed that about 60.7 per cent of the employees agree to the commitments of the government towards local skill capacity building (see Table 6.27). Despite the $38 billion grant towards capacity building, the ME and PC argue that the government has

not shown much commitment, for example prompt release of adequate funds for capacity (Damman et al, 2011; Owusu-Ansah, 2013; Ablo, 2015; IOGIRC, 2015; Ministry of Energy, 2015; Petroleum Commission, 2015; World Bank 2016, Benin, 2017). To collaborate the study finding in relation to Government commitments, the Government of Ghana in partnership with the IOC's (Jubilee Partners) established Enterprise Development Project (EDC) at a cost of US$5 million as a flagship project in Takoradi to enhance local capacity to meet the standards in the petroleum industry (Ablo, 2015: 323).

It has offered a platform for public sector workers and institutions to link up with foreign companies and expatriates. However, TDD1 argued that while the LI2204 is enforced; the government must release adequate funds to the public organisation to operate efficiently. In corroborating the study findings Heum *et al.,* (2011) revealed an improvement in local skill capacity due to enforcement of LI2204. However, GNPC (2015) noted that the employment nature in the petroleum industry is technical which is supported by the findings of Ghana Oil Watch Strategy Review (2011) that Ghana's Upstream petroleum industry is not labour-intensive.

5.9.7 Findings emerged from the availability of succession planning

Regulation 18(2) of the Local Content Regulation stipulates succession planning of local skill in the oil and gas industry as captured in Chapter Two of the study. The study sought to find out the availability of a succession plan to replenish the ageing skill workforce. The study findings indicated that the majority (71.7%) agree or strongly agree to the availability of a succession plan. The result signifies that the section 18(2) of the Local Content Legislation and Participation policy was impacting positively on HR capacity building in the

organisations. Comparatively, the study revealed that majority ME (52.5%) disagree or strongly disagree with the question of availability of succession planning in the industry which is consistent with the previous research findings and the literature review (Analoui, 2007; PWC, 2011; DeRosa, 2015; GNPC, 2015; Ministry of Energy, 2015).

Study findings revealed that GNPC, PC and GG had a strategic succession plan to address the ageing workforce and existing capacity gap. The results support the statement of the CEO of the Ghana National Gas Company that Ghanaian engineers at the plant have finally taken over the technical operations of the country's premier natural processing plant at Atuabo in the Western Region of Ghana due to the efficient and effective HR succession planning. The CEO further noted that succession planning had saved the country of US$24 million annually after taking over the operations of the plants from the Chinese expatriates from Sinopec since November 2014 (Ghana National Gas Company, 2017). The study finding is consistent with the professional integration program at Petroleum Commission, where 150 graduates and employees are attached to the expatriates at the IOC's to understudy them and subsequently take over after the expiration of their contract or visas, and the establishment of GNPC Scholarship and Learning Foundations to build local skills. According to a survey by McDonnell and Collins (2011) found that succession planning by organisations has evolved from the traditional short-term approach to a continuous and long-term focus of building a cadre of critical talents for future replacements or needs.

In supporting the study survey findings, the HRD2D stated that I lack the required succession planning due Public Service Commission's lackadaisical

attitude and government embargo on recruitment by the Ministries. Deloitte Centre for Energy Solutions (2013) argues that a dynamic organisation must transition from reactive HR organisation to a more proactive institution that does not only focus on what occurred but rather anticipate what might happen in future and execute the needed action by pursuing workforce analytics variations. According to previous research findings, the Africa Centre for Energy Policy (2014) argued that the Ministry of Energy has difficulty achieving succession planning enshrined in the local content requirement due to political interferences, which supports this study found. Iles and Preece (2010: 256) note that few organisations most especially public sectors, have highly formalised succession planning process in place, and this situation is not different from the Ministries in Ghana. To complement the study finding, Ghana National Gas Company has partnered recognised and accredited training institutions in the Western Region such as Takoradi Polytechnic and Kikam Technical Institute to provide the required vocational and technical expertise in an attempt sustain the gas industry.

5.10 Findings of significant challenges in building local skills capacity

The study findings revealed that adequate funding (50%) was the major challenge that hinders HR capacity building in the public organisations, which corroborate, World Bank (2010) grant of US$38 million to the Government of Ghana for a capacity building project (see Table 6.29). Findings suggest except for GNPC; the remaining public organisations had difficulty building employees' capacity due to either delay in the release of funds or funds provided by the government are inadequate (Ghana's Annual Budget Report, 2016, GNPC, 2016; Adam, 2014, Darkwa, 2013). To support the study findings, previous

research found that inadequate funding was the major problem in HR capacity building (Fyffe and Hanley, 2002; Lindsay e al., 2003; Green et al., 2006; Antwi and Analoui, 2008; Damman et al, 2011; Ayelazuno, 2013; Owusu-Ansah, 2013; Ablo, 2015; IOGIRC, 2015; Ministry of Energy, 2015; Petroleum Commission, 2015; World Bank 2016, Benin, 2017).

To corroborate the study findings, UNCTAD (2012) argued that funding HR capacity building is demanding in the upstream industry in Ghana. To complement the study finding, Professor William Otoo Ellis, the Vice Chancellor of KNUST stated that the University had been at the forefront in pursuing the mandate of training required workforce in the petroleum sector. However, it had to rely on the World Bank (US$2.8 million) grants due to funding difficulties of the University's equipment for the existing Process Engineering and Unit Operations laboratories (KNUST, 2016). The study findings from the interview with TDD1 indicated that irrespective of the funding from the government and the IOC's in respect of HR capacity building, it was still inadequate to generate the numbers needed (TDD1A). Findings emerged supports Bourdieu (1986) definition of local capacity building as having the adequate and appropriate amount of funding. It is argued that the issue of the financing resonates in all spheres of the petroleum industry, compelling the wealthy and well-resourced foreign companies acquiring higher percentage shares in the oil and gas (Tullow, 2010; Ghana Oil Almanac, 2013: 1; Ministry of Energy, 2015; Petroleum Commission, 2015; Benin, 2017) (see Appendix 7).

The literature review compliments the study findings, in that the government of Ghana to address the issues of funding passed the Petroleum Revenue Management (Amendment) Act 2015, Act 893, to manage and utilise the

resources from the petroleum sector prudently. To support the study findings, Deloitte Centre for Energy Solutions (2013: 4) stated that few organisations or stakeholders in the oil and gas industry could benefit from funding cost of expatriates, given the dynamic nature of market forces and their impact on employees or resources.

5.11 Findings related to HR capacity building policies and plans

The study findings revealed that in general majority (67.7%) are aware of the existence of HR capacity building policies and initiatives. However, the results further suggest that Majority of ME (57.4%) did not know about HR capacity building programmes and actions of the Ministry (see Table 6.30). The study objective 1: To identify and assess the current strategies, situation, practices, policies, plans and procedures adopted by the oil companies and other institutions, have been achieved. The crucial question that prompted the researcher is: are you aware of an efficient and effective HR capacity building policy in the organisation? The findings corroborate previous research findings and the literature review of the study in Chapters Two (Antwi, 2005; Agyenin-Boateng, 2006; Darkwa, 2013; Adam, 2014; Asante-Mireku, 2015; Ministry of Energy, 2015; Obeng-Odoom, 2015; Petroleum Commission, 2015; GNPC, 2016; Ghana National Gas Company, 2017). These study findings are consistent with Asante-Mireku (2015: 7) that the Petroleum Commission have put in place efficient and effective HR capacity building policies and programmes, which is one of the achievements of the organisation. Aside GNPC's internal system, both LI2204 and Petroleum Exploration and Production Law establish contractual policy directions and obligations which

empower GNPC to attach its officers during all phases of the operations of the IOC's (Amorin and Broni-Bediako, 2011-2013: 23).

To complement the survey findings, TDD1 noted that the PC has a five-year HR policy which encapsulates training and development. To corroborate the study findings, Enterprise Development Centre (2013) stated the Petroleum Commission, Ghana National Gas Company and Ghana National Petroleum Corporation have in place an efficient HR policy towards the development of its employees. Substantiating the emerged study findings, Ministry of Energy (2015) confirmed that since the discovery of crude in 2007 in Ghana, the Public Service Commission has put in place training and development policy but to come up with guidelines for implementation. The above statement confirms inefficient at the Ministries and the Civil Service as revealed by previous research findings (Giannantanio and Hurley, 2002; Agyenin-Boateng, 2006; Antwi and Analoui, 2008; ACEP, 2014; Oil and Gas IQ, 2015; Benin, 2017). The study findings corroborate the policy on public sector reforms, which was part of government's human resource policy framework intended to professionalise HR management in the public sector (Ministry of Public Sector Reform, 2007). The policy has three thematic areas: objectives, application, and the last one are directive/guidelines, this is the aspect lacking at the Ministry of Energy (Ministry of Energy, 2015). Public Service Commission's HR policy for the Ministries and the Civil Service do not address key HR issues that have been identified in the organisation and sometimes distorted by political manipulations (Ministry of Energy, 2015).

The study finding emphasise arguments by some researchers that 'good HR capacity building policy is a key to the survival of organisation in Sub-Saharan

African countries (Analoui, 2007; Antwi et al., 2008; Bawole et al., 2013; Armstrong and Taylor, 2014; Falola et al., 2014; Mensah and Babu, 2015; Benin, 2017). ILO (2012) argued that having a clear, unambiguous HR policy impact positively or help improves employee's capacity to meet the set target. However, others believe that putting HR policies in place is not the ultimate factor, but the implementation and enforcement of the policy fairly and consistently is critical (World Bank Institute, 2010), effectiveness of HR policy hinges of implementation and evaluation by supervisors and managers (Oldham, 1976; Latham and Wexley, 1994; Fried and Tiegs, 1995; Ohemeng et al, 2015). Unlike ME, the remaining three organisations have been able to improve the capacity of most of their employees due to clear and unambiguous HR capacity building policies. To support the study findings, Merritt argues that 'expectancy theory suggests employee's performances improve when they know the expected target, and believed they could achieve those expectations, by understanding and following policy directions (Merritt, 2007: 4). Secondly, the study sought to find out the efficiency of HR plans in the organisation. The crucial question that engaged the mind of the research was: How efficient is the HR plans in the organisation? The study findings revealed that majority of ME (68.9%) felt that the HR Plans at the Ministry is inefficient and as such need improvement. Comparatively, it emerged that the other three organisations (GG, GNPC and PC) have strategic HR Plans in place. The study found that among the four organisations, GNPC (73.9%) confirmed that the Corporation's HR Plans are very dynamic and strategic.

To support the study findings, researchers argue that human resource planning (HRP) is a process of systematically forecasting the future HR demand and

supply, and its deployment in a strategic manner in organisations (Analoui, 2007; Antwi and Analoui, 2008; CIPD, 2010; Armstrong and Taylor, 2014). In corroborating the study findings from ME, research by CIPD (2010a) established that any HR planning without succession planning is bound to fail to deliver the required HR in future. HRD2 (D) stated that I's HR planning lack succession planning, demand and supply forecast influence by politicians, inefficient skill gap audit or analysis which contradict the research on resourcing and talent planning by CIPD (2010b), found that 61 per cent of organisations has effective HR planning. It could be inferred that ME's adoption of HR planning does not consider individual development conflict research by Beardwell (2007: 62) that HR plans should be treated as 'tentative, flexible, and reviewed and modified on a regular basis. GNPC (2015) HR plans emphasise more on management information that facilitate understanding the cause and effect of workforce planning which is consistent with Armstrong and Taylor (2014: 216) that workforce planning today encapsulates a much more full range of activities such as succession planning, smart working, flexible working as well as talent planning but not a number game. Based on the study findings, previous research findings and the literature review, the study has developed the HRD framework for oil and gas in Ghana (see Figure 7.1).

Figure 5.1: Proposed HRD framework for oil and gas in Ghana

Organisations objectives priorities, requirement and existing Gap, **External Factor**: labour market,	**HR Policy and Recruitment Strategies** Recruitment and selection Induction, train and integration	**Database**: electronic, efficient and current HR database

Plan-Act-Monitor-Review (Continuous process and multi-faceted appraisal techniques)
Individual performance
1Asses capacity gap
2.administer training needs (implement performance and personal improvement plan
3.Monitor (continuous feedback/coaching and mentoring)
4.Review (performance assessment)

Outcomes: Commitment, Improved performance (competence), Cost effectiveness

Collaborations:

Between HR and Management: HR Director attending management meeting,

Individual: Retention, Promotion, Rewards and motivation

Source: Data analysis

The developed HRD framework for oil and gas in Ghana aimed at individual development and retention, promotion, rewards and motivation. The study found that there is limited expertise in the petroleum industry in Ghana. As a result, the study developed an alternative framework to help in to build local capacity, through training, coaching and mentoring, retention, as well as rewards and motivation of employees. The labour market in the petroleum industry is very competitive, based on that the study realised the need to recruit, train and integrate into the system. However, training and building of capacity is not enough. For the organisation to survive, the ultimate decision to be taking is to create the enabling environment for employees to work comfortably and reward and motivate individuals or teams based on performance (see Figure 7.1). The framework factored in an efficient and electronic database to augment human resources capacity building, and as well help HR Directors to be able to forecast the labour market and future capacity needs of the organisation. The other important issue captured by the developed HRD framework is a collaboration between HR Directors and management. It is of the view that HR Directors could attend management meetings and account to them the current capacity existing gap and the future local skill needs of the industry (Analoui, 2007; Armstrong and Taylor, 2016)

5.12 Concluding remarks

The chapter has provided a constructive discussion about significant findings by taking into consideration the research questions, research objectives as well as the literature review. It discusses the existing HR gap and the strategies, procedure and practices being adopted to bridge the gap. It discussed the personal characteristics of the respondents which showed that the petroleum industry requires more than ten years' experience to be engaged to work in the industry. The study findings revealed that in few years to come Ghana's petroleum industry will encounter a severe challenge due to ageing workforce in the sector

It also discusses the inefficiency of the performance appraisal system in the public-sector organisations. The study findings suggested that appraisers did not take feedback seriously, which was a significant contributor to the inefficiency and effectiveness of the performance appraisal system in the organisation. Inefficiencies of existing database are captured.

The chapter has discussed how training and development contribute to individual performance in the organisation. This chapter discusses the critical collaboration between the stakeholders in the industry, for example, the award of scholarships to staffs. In concluding this chapter, the study has developed a new HRD framework for local skill capacity building in the Ghanaian context in oil and gas in the industry.

The next is the last and the final chapter of the study, which captured the summary, recommendations, policy implication and areas for further research. It reflects on the purposes of the study, literature review, and contributions to the existing knowledge.

CHAPTER SIX: SUMMARY AND CONCLUSION

6.1 Introduction

This study concludes that the public-sector organisations have an extensive local skill capacity gap at the upstream petroleum sector. The research centred on the local-skill capacity building by the public-sector organisations in Ghana which has been a significant concern to the government of Ghana. Considering the study objectives, the researcher posed this question: "How sustainable and effective is the organisation's strategy for building sufficient HR capacity in the oil and gas sector?" The existing local skill gap is impacting negatively on Ghana's economy due to the amount of money spent on expatriates who repatriates their high income abroad. For example, upon taking over the operations at the Gas Plant from Sinopec, a Chinese Contractor, Ghana have saved about US$ 24 million annually on salaries and remunerations of expatriates (Ghana National Gas Company, 2017).

The study critically explores and assess existing local-skill gap, as well as the methods, strategies, procedures and practices being used by the public organisations to address the existing wide local-skill gap. This study further explored and assessed a demographic characteristic of the employees in the petroleum industry. It revealed the sector requires expertise with over ten years of experience, and most especially in the technical and vocational areas. On the contrary, the study found most of the local skill does not meet the requirement in the oil and gas sector. A question asked: How many years have you worked in the oil and gas industry? Another area the study explored was the impact of LI2204 on local skill capacity building in the petroleum industry as well as individual performance. It revealed LI2204 has a positive effect on local skill

development in the oil and gas sector; however, the argument is whether enforcement can produce required local skills for the industry? The study found that the appraisal system at the Ministry of Energy must be reviewed or changed due to inefficiency and mandatory for every employee in the organisation. For example, feedback must be prompt, constructive and should be considered a continuous project rather an annual affair. Based on the findings revealed in the study, many recommendations made has valuable policy implications and future research. The chapter presents conclusions about conceptual and empirical evidence made available to the study, the new framework and contributions to the existing knowledge.

6.2 Research aims and objectives, and research questions.

Aims:

1. To explore the existing shortcomings in human resource capacity, the researcher is interested in performance appraisal and how these shortcomings can be strategically addressed to meet future operational needs.

Objectives:

2. To explore current strategies, situation, practices and procedures adopted by the public organisations.

3. To examine the efficiency of performance appraisal as a strategy to address the human resource development performance in the public organisations.

4. To examine how these strategies contribute to the development of the HR capacity in the oil and gas sector in Ghana.

5. Making recommendations to policymakers in the industry to reduce the existing gap and hence improve the ability of the organisation.

6. To assess the possible implications of the above findings for the future development of HR in established Oil and Gas Companies in West Africa.

Main Research Question:

1. How sustainable and useful are the organisation's strategies, practices and procedures for developing sufficient human resource skills capacity in the oil and gas industry?

Subsidiary questions:

2. To what extent is the current local skills capacity affecting the operations of oil and gas industry in Ghana?

3. How efficient is the performance appraisal system in the public organisation in the petroleum sector?

4. To what extent is the local content legislation influencing local skill capacity building in the petroleum industry?

5. How can the current local-skill shortcomings be addressed to meet future needs of the petroleum industry in Ghana?

6.3 The main research findings

The following are the major findings emerged from this study;

- The results revealed that the oil and gas industry in Ghana is a male-dominated profession.

- It revealed that majority of the employees in the oil and gas industry were ageing,

- The findings suggested it requires more than ten years of technical and vocational experience to be employable in the petroleum industry in Ghana,

- The results showed a wide local skills gap in the public organisations in the petroleum industry in Ghana,

- About HR strategies, aside Ministry of Energy, the employees perceived the approach to be sustainable but depend on adequate funding and timeous release of funds for implementation,

- It revealed that staff awareness of performance appraisal is high but with low feedback from appraisers rendering the appraisal system inefficient,

- These study findings reveal training and development of individual have a positive impact on employee's performance,

- It showed lack of coordination and collaboration between the Ghana Government Scholarship awarding institutions and the stakeholders in the award of scholarship for further studies in the oil and gas related courses.

- In general, it showed the LI2204 had a positive impact on local skill capacity building in the industry, although about 41 per cent of ME and

PC's employees have benefitted from sponsored training by either the government or the IOC's in Ghana.

- The results suggest Government's commitment towards HR capacity building in Petroleum Commission and Ministry of Energy is low.

Based on the study findings the researcher has developed a new HRD framework to address challenges emerged from the research (see figure 6.1).

6.4 New HRD framework for oil and gas industry in Ghana

Based on the dynamic nature of new HRD framework developed by the researcher, which incorporates organisations objectives, priorities, policies and plans, External Factors (Labour market), recruitment strategy, National Database, PAMR, outcomes, collaborations, individual and group rewards and retention makes it adaptable to any organisation (see figure 7.1). The new HRD framework has a digital database and focuses on an individual's development, promotion, orientation, rewards and retention. It is argued today's globally competitive market; the human resource is an asset and to have competitive urge over other competitors. The uniqueness of the new HRD framework is the availability of a digital database and embedded feedback mechanism to improve the efficiency of the performance appraisal system.

6.5 Contribution to theory

This study makes an essential contribution to the debate on the perception of the inadequacy of human resource (local) skills capacity in the oil and gas industry in Ghana. It highlights the existing shortcomings in local skill capacity that relates to gender, ageing workforce, experiences required in the industry as well as the strategies and practices in the sector. Previous studies have examined legislation and its impact on oil and gas management and utilisations,

but not based on local skills capacity or competency building. It is argued inadequate local-skill competency negatively affects the socioeconomic status of Ghanaians. For example, results show Ghana National Gas Company spent about $24 million annually on the salaries of foreign expatriates who operated the Gas Plant until 2014. It is considered a problem to the operations of the Gas plant. The study has contributed to the researcher's area of study which is of great significance to policymakers. Researching into human resource competency or capacity building of public organisations in the oil and gas sector in Ghana alone signifies that the researcher has the knowledge and grasp of how research conducted in the area (Yin, 1994: 34).

About doctoral research, Philip and Pugh (2010) argued that 'an original contribution to knowledge' is an ambiguous term which implies a unique breakthrough in the investigation but instead demonstrating that you can do credible and reliable research.

It is evident many studies have been conducted in the oil and gas industry in Ghana, for example the resource curse in Ghana (Ayelazuno, 2013), local content and participation in Ghana (Ablo, 2015), human resource local content in the upstream petroleum industry, however, attention has not been focused on strategies in building the local skill capacity in addressing domestic skill shortcomings. Similarly, most studies have not attempted to explore existing human resource competencies and how such challenges treated in the public sector. The problem noted above is envisaged to result in mismanagement and foreseeable resource curse as witnessed in Sub-Saharan African Countries. Notwithstanding, this study has contributed relatively to knowledge for establishing a wide local skill shortcoming, the inefficiency of performance

appraisal in the public organisations in the petroleum industry, the unsustainability of available strategies due to inadequate funding, as well as the slow impact of LI2204 and government commitment towards human resource capacity building.

It is important to emphasise that the researcher has developed a new framework for HRD based on the earlier concept discussed. It has made some innovations into the Analoui (2013: 8) 'capacity needs analyses by introducing dynamic performance appraisal system and digital database into the concept (see Figure 3.4). Secondly, the new HRD framework is adaptable to the public-sector organisations (see Figure 7.1). The new framework developed aimed to address existing challenges in other contexts discussed in Chapter two. For example, the feedback mechanism embedded in the new HRD framework.

6.6 Contribution to practice

The findings and conclusions have policy implications for public sector organisations in the petroleum sector, other public areas and agencies in the oil and gas industry in Ghana.

6.6.1   Implications and contributions to the public-sector organisations

- Considering these study findings, and there is a need to build the capacity of the HR in the oil and gas industry. The study attempts to contribute to public organisations in the petroleum industry by demonstrating local skill capacity inadequacy. Additionally, it shows a wide local skill gap in the public organisations. For example, it reveals inefficiencies of operations and staff capacity. It had policy implications on HR and associated economic and financial underpinnings.

- Another area of contribution to practice centres on progressive policies and strategies for human resource development, and adoption of a performance management system that incorporates performance appraisal which encapsulates employee development, rewards and retention. For performance appraisal to be efficient, appraisers must ensure continuous, prompt and constructive feedback. There is the need for proper and adequate communication to Ghanaians about the technical nature of the industry and to educate them on potential job requirements of the petroleum industry.

- Petroleum Commission should enforce LI2204 and other legislation accordingly to derive adequate benefit from the resources. Redefining of National Service Scheme to ensure that graduates service in organisations in their expertise. It is argued redefining the National Service Scheme will help to give practical and on-the-job training to potential graduate employees.

- In an attempt to avoid misplaced awards of scholarship to Ghanaians, the scholarship secretariat must collaborate with stakeholders in the industry, both public and private operators in the industry to build the required local skill for the industry. Also, the public sector should ensure that scholarships are awarded based on merit taking into consideration the subject area required by the industry. According to this study found many Ghanaians have acquired degrees that are not of immediate need by the operators in the industry.

- It revealed that the petroleum industry is a male-dominated profession, because of the technical nature of the industry. It is recommending that the country should have a second in the petroleum sector to encourage

and offer a special scholarship for females to study oil and gas related courses in-country and abroad. The study further recommends that, regarding recruitment and selection, females must be given preference once they have the requisite expertise. It is believed that given much attention to the girl-child education by formulating policy and incentives in science education will help to address gender bias in the petroleum sector.

- To address the challenges with an ageing workforce in the oil and gas industry in Ghana has emerged from the study findings, that by the end of 2017 or a few years' time, many of the experience and Ghanaian expertise in the industry will be due for retirement. Ajimoko found that 50% of the workforce in the oil and gas sector is ready to retire (Ajimoko, 2015). Aside from the ageing Ghanaian workforce in the oil and gas sector, the number of years (above ten) was also found to be a challenge to the industry. The study recommends that the petroleum industry in Ghana offers VET to employees as part of effective industry-support training programmes. The study also recommends that the petroleum industry, both public and IOC's collaborate with the government to improve non-technical competencies of the local workforce in Ghana. For instance, accelerating skill development of new graduates and then integrating them into the industry, most especially women. The study further recommends that there should be a continuous capacity building of indigenous Ghanaian youth and to attract or poach the Ghanaians expertise in the diaspora to return and work in the emerging oil and gas industry in Ghana. For example, embarking on internship programmes

for students including new graduates to acquire the needed practical experience to become more employable in the oil and gas sector.

6.6.2 Human resource capacity building

- According to the study findings, there is a broad local skill gap which poses a threat to the survival and a drain on the nation's purse. The study recommends that recruitment into the oil and gas sector should place much emphasis on young graduates through internship and professional integration programmes to build on their experience. The study reiterates the need to educate Ghanaians on the current and future requirements, to inform the citizenry, the critical area of expertise the industry lacks to curb the many skill mismatch or unwanted skills that are not employable in the industry.

- Based on inadequate information and misinformation in relation to skill requirements in the petroleum industry in Ghana, compelling many graduates to undertake many further courses that are not needed, so it recommends that there should be a country-based-web both private and public knowledge sharing platforms on capacities and competencies required for employment in Ghana's oil and gas industry. It further recommends both the government and the private sector should anticipate and build the skill or competencies needed for the future to sustain a strategic and dynamic development in the petroleum industry in Ghana, by providing incentives for investment in the expansion of training facilities.

- The study findings suggest that aside Ministry of Energy, the selected public sector organisations for this study indicated the strategy used for local skill capacity building is sustainable and has a viable and efficient succession planning of Ghana's workforce in the industry. However adequate funding poses a challenge. As discussed in Chapter four, the CEO of Ghana National Gas argued that effective and efficient succession planning had saved the country of US$24 million annually after taking over the operations of the plants from the Chinese expatriates from Sinopec since November 2014 (Ghana National Gas Company, 2017). It recommends that the government in collaboration with the IOC's should inject more capital and investment into professional integration programmes' internship and practical training and attachment and subsequently integrate the new graduates into the oil and gas industry to address the existing wide human resource competency gap. The study further recommends that policymaker should institute a proper and strategic reward and motivation for high performing staff, an aspect which has eluded the ministry for many years.

- The observation made from the findings of this study is that the performance appraisal system in the public organisation in the oil and gas industry is inefficient and exhibits characteristic of traditional appraisal system tailored towards promotion without recourse to individual development. It observed that the awareness rate is high. However, the feedback from appraisers is low. It is argued that aside the adoption of multi-techniques or tools to measure individual performance, the feedback mechanism embedded in the modern appraisal technique makes it viable and efficient (Mensah and Babu, 2015). According to

Mensah and Babu's research, about 70 per cent of the respondent noted that for performance appraisal to work effectively and efficiently, there is the need for prompt and positive feedback to employees (Mensah and Babu, 2015: 103). About the low rate of input revealed by this study, it recommends that public sector organisations in the petroleum industry should desist from the infrequency of performance appraisal and make it mandatory to give regular, prompt and constructive feedback with an emphasis on employee development and not only promotion. For example, the organisation should set up a special fund (performance improvement support fund) (PISF) to pay bonuses, rewards and to motivate the employees. The study recommends that promotion earned on merit. The significance of the above recommendation is to address funding issues as captured in previous research; Ohemeng (2009) found that rewards and sanctions considered in the last performance appraisal system. However, it's implementation was a problem due to inadequate budgetary support. Chapters four and five argued that due to 'no-feedback' or delayed-feedback, the PA was fraught with abuse, bias, favouritism and political influences making the credibility of the PA process questionable. In order to address challenges of performance appraisal, it is recommended the public organisations in the oil and gas sector consider performance appraisal as a continuous process and not a yearly practice in Ghana. Also to adopt a modern performance appraisal technique such as PMS, for example, KPIs which should cut across all public sector organisations in the industry to help management to set targets and direct attention to individual or group performance targets. Moreso, use more than one form performance appraisal, for

example, 360-degree employee appraisal technique. Recommendations above will help to enhance the current appraisal system perceived to be bias, subjective and opaque, and there should be a holistic and comprehensive performance management system and measurement for the organisations. Standards and requirements should be communicated to all members of staff. The situation led to staff promotion irrespective of performance. This study recommends discontinuation of such lousy practice (Latham and Mann, 2006; Analoui, 2007; Aguinis, 2009; Armstrong and Baron, 2012; Bawole et al., 2013; Crowford et al., 2013; Ohemeng et al., 2015).

- The study recommends training of appraisers regularly to avoid ratter's errors and biases, ensure rating accuracy and efficiency, as well as simple, consistent, affordable and appropriate activity chosen for the measurement, assessment and management. It revealed that the appraisal system in the public-sector organisations in the oil and gas industry are ineffective, as confirmed by Ohemeng *et al.,* (2015: 188) that "appraisers attitude has been ineffective, and they frankly admitted they were part of the problem". It implies the process does not end with the assessment but communicate performance dimensions, goal-setting, identification of gap capacity gap, and performance data should be collected continuously throughout the year.

- In ensuring credibility and efficiency, the study recommends the use of 360-degree performance appraisal tool that seeks performance feedback from a variety of sources such as oneself, managers, peers, team members to reduce subjective factors of the evaluation process.

- The government of Ghana perceived wide human resource gap in the oil and gas industry, which was revealed by the study findings. It observed from the study discussions that where specific actions are not taking, the country will not realise the full potential of the oil and gas resources in the country due to unavailability and poor local-skill in the industry. The study recommends that induction and integration of new employees into a public organisation should be mandatory and handled by well-trained personnel's. It is recommended that there should be a standard procedure for trainers to follow to conduct the introduction and integrate new employees into an organisation irrespective of their experience which collaborate employee's perception regarding induction of trainees (Kumar et al., 2012). The significance of the above recommendation is that it expects that some specific oil and gas skills and expertise are required for present and future projects. Although, there are some measures underway to tackle the challenges in the long term, meeting skilled workforce demand for the industry remains a critical medium-term focus. Development of graduates in internship programmes to acquire practical skills, and ensuring that talented professionals have access to work in the oil and gas industry is very critical.

- The other area of concern involves human resource competencies; the study found the effect of local-skill competency gap (in-country) and unavailability of national human resource database. The study recommends that the government in collaboration with the IOC's should establish a modern training centre for training of young graduates, in-service training and on-the-job training in Ghana. It is significant in the sense that, it will provide access to young graduates to gain experience,

reduce the cost of training, proximity to the facility or training centres, and most importantly serve the other training institutions to have a place for practical programmes. It is argued most institutions in Ghana are mostly theoretically based without many practical plans (Ablo, 2012; Kumar, 2012; Darkwa, 2013; Ayelazuno, 2014; Karikari, 2015; Obeng-Odoom, 2015). Based on the findings, the study recommended that Ghana government in collaboration with the stakeholders (IOC's) in the industry should build a National Database to feed all public organisations, agencies and the IOCs by synchronising all the various data from the organisations, automated and update it. It is an essential recommendation because it will help in to promote inter-sectoral linkages between the stakeholders in the petroleum industry and the broader economy (Ablo, 2015: 326). In considering the study findings, the provision of a National Database will enhance the identification of employees accurately and provides insight into training needs, selection of the right people to be trained by an organisation.

- As a developing country with limited resource couple with poverty hinders financially challenged local people from having a stake in the oil and gas industry. To ensuring equal access and opportunity, the study recommended that as a matter of urgency, the Ministry of Energy and Petroleum Commission are supposed to train staff to acquire skill required by an operator of the industry. It is the situation where issues of succession planning and Government Commitments comes to bear. The study further recommends that government partners IOC's to establish a unique sponsorship package for the poor (needy) but brilliant students to pursue technical and vocational skills needed in the industry and should

be operated by a recognised institution without cronyism, tribal and religious and political influences.

- The study recommends that the Petroleum Commission as the regulator takes practical action by communicating to Ghanaians about the technical nature of employment requirements of the industry and defuse the hype about the availability of employment. About findings on the impact of the LI2204, the regulator (Petroleum Commission) should ensure that the operators adhere to the legislation on local content to regulate the oil and gas industry in ensuring that Ghana reaps the benefit from the new-found resources. It is argued that the presence of legislation is laudable and relevant only when enforced, and these responsibility rest on Petroleum Commission and others such as Environment Protection Agency (EPA), GNPC, Organized Crime Office, Ministry of Energy, Ghana Police Service (GPS), Ghana Navy and Commission for Human Right and Administrative Justice (CHRAG).

- In considering the shortcomings of local skill capacity, the research showed the small and late release of funding by the government emerged as the significant challenge that hinders local skill capacity improvement. The study recommends that adequate funding is released to the agencies and the public organisations timeously to ensure a smooth implementation of the policies, plans and strategies of the various organisation's in the petroleum sector. It is argued that all public-sector organisations in the oil and gas to must implement recommendations from their Human Resource Information System (HRIS) regarding succession planning, training and development of employees to attain the set target of organisations. The rationale behind

the recommendation is that the study revealed a lack of succession planning was one of the main constraints to address the existing local skill capacity shortcoming in the sector. As shown by Mrosovsky (2012), jobs promised by the government of Ghana upon the production of oil and gas are not available. However, the Petroleum Commission stated that technical and vocational local skills needed are not available.

- These study findings revealed that HR capacity building policies and plans at the various public organisations require amendment or new dynamic strategies to replace them. The study recommends that the Public Service Commission establish new HR policies, programs and procedures and must be adequately communicated to all staff to reflect the following:

-Human resource training and development, induction/orientation, promotion, rewards and motivation, and compensation

-Continuous training and development of employees

-Monitoring and evaluation of employees including retention as well as recruitment and selection criteria: minimum qualification and experience.

6.7 Limitations of the study

In considering the central question of the survey: "How sustainable and effective are the organisation's strategies for developing sufficient HR Capacity in the oil and gas industry?" The empirical evidence adduced to this study has provided enough answers, as well as other subsidiary research questions of the survey. This study has achieved its purpose by revealing the extent of local-skill gap

including strategies, procedures and practices adopted by the public-sector organisations to address the current shortcoming. On the contrary, in any human endeavour, there are challenges and limitations that the author needs to highlight.

The study initially selected four organisations for this study, two from the private sector and two from public organisations in the oil and gas sector. However, the author was compelled to replace the two private companies (IOC's) namely Tullow Ghana Limited and Kosmos Energy in the oil and gas sector with GNPC and Ministry of Energy because both companies declined immediately after the pilot survey due to confidentiality issues. The IOC's were unwilling to release any information relating to their operations, capacity building strategies and practices and other information needed for the study. In the absence of Right to Information Bill (RTI) in Ghana data is shrouded in secrecy due to the market competitions, as well as the fear of divulging information to the government and other competitors in the oil and gas industry. The replacement extended the duration of the data collection for an additional two months. Also, the study was limited to public organisations.

HR Directors and Training Development Officers purposely selected because of their fair knowledge in this study. Due to time, human and financial resource constraints study used simple random sampling to sample both junior and senior staff. The study was restricted to the Head Office staff due to proximity.

The other limitation that engaged the minds of the author was the rate of response from participants. The study aimed to achieve about 100 per cent response rate, but due to staff busy schedules and field responsibilities hampered easy access to respondents. Out of the 320 questionnaires

distributed to the four organisations (80 for each), the study received 266 completed survey questionnaires representing 83 per cent response rate. Out of 80 participants sampled from each organisation, the response rate was as follows; GG (70%), PC (55%), ME (76%) and GNPC (81%). The study believes that the rate of response did not have an impact to affect the data generated and the analysis because the in-depth interviews conducted with the experts, HR Directors and Training and development officers collaborated and compensated the shortfall in the response rate from the four selected organisations.

Finally, the location of the four companies and the distance apart posed a challenge. Also, the bureaucratic nature of the public-sector organisation delayed the process of having access to respondents. For example, a scheduled interview was rescheduled for about five times due to emergency meetings and travels of the staff. Aside from the above limitations, the author made all the effort to collect enough data for the success of the study.

6.8 Future research

About study findings and limitations, the study suggested the need for further research to augment and build on the outcome of this study. Another area of the petroleum sector that is worthy of new investigation is capacity building of local skill by the private sector (operators) in the upstream petroleum industry, for instance, the IOC's. The rationale is that it will afford policy makers the opportunity to evaluate both public and private sector challenges critically. This study captured public sector organisations. As a result, there should be another research into the operations of the IOC's who rely mostly on expatriates. It will

offer the government the opportunity to assess critically how the country is losing financially due to salaries and remunerations of expatriates.

Another area worthy of research is the capacity building of public organisations in the oil and gas sector. For example, the Agencies under the Ministry of Energy including the educational institutions as captured in Chapter Two. The rationale is that without effective and efficient public institutions, employees cannot execute their roles efficiently to attain the set targets. If an organisation lacks the necessary platform, logistics and tools, their operations will come to a halt. For instance, the World Bank envisaged the need for building the capacity of the public organisation in the petroleum industry to be able to function correctly and efficiently. As a result, the World Bank upgraded the offices of the Ministry of Energy with modern IT systems and communications in management, refurbished Petroleum Commission's Data Centre in 2016, and trained the staff (World Bank, 2016).

For local private companies to compete with the IOC's, there is the need to build their capacity to meet the required standards in the industry. The study recommends new research on capacity building of local (Ghanaian) oil and gas companies. Such a study could delve deep into government contributions or assistance towards the capacity building of the local private firms. LI2204 stipulates that government should inject some funds to build the capacity of the local companies and firms in the petroleum industry to be able to participate in the upstream petroleum sector actively. Currently, all the major operators in the upstream petroleum sector are the IOC's because the Ghanaian companies do have the capacity to take significant stakes in the industry (Petroleum Commission, 2015). Evidence suggests that Ghana's natural resources

exploited by foreigners with its attendants adverse social, physical environmental and economic effect of mining (Twerefou, 2009; GNPC, 2015, Petroleum Commission, 2015).

Finally, the study findings pointed to local skill mismatch in the petroleum industry. As a result, there is the need to do a further study into programmes and curriculums of the various institutions in Ghana towards technical and vocational education. It is prudent to churn-out the required professional and technical HR with the necessary knowledge in-country. Redefining programmes, facilities, capacities and capabilities available at the institutions of higher education in Ghana to address existing local-skill gap. The Local Content Adviser, Dr Frempong, emphasised that there are many Ghanaians out there with a various unwanted degree and postgraduate degrees in oil and gas related courses. Therefore, there is an urgent need to research into why many Ghanaian have acquired some further degrees in petroleum courses not needed in the upstream petroleum industry. The situation has compounded the graduate unemployment rate in Ghana, so new research to find out the causes and offer recommendations to policymakers to address such menace. It is hoped that the findings of this study pave the way for future research.

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RESPONDENT/PARTICIPANTS

UNIVERSITY of BRADFORD

BRADFORD CENTRE FOR INTERNATIONAL DEVELOPMENT

January 2015
Research into the Capacity Building in the Oil and Gas Industry: The Case of Ghana

STATEMENT OF CONSENT
Do you consent to your participation in any recording (interviews that will be used solely for academic purposes: thesis and publication)? The study will anonymise all the data collected, such that individual companies or organisations, as well as participants, will not be identifiable.

You have the right to withdraw at any point, and the data will be destroyed after six months of submission of my thesis. I will confirm this via email.
Please tick.
Yes…….   No…….

Declaration
I have read the information on the form alongside any additional details on the information sheet. I understand that the interview is for solely academic purposes. My decision to consent is entirely voluntary, and I know that I am free to withdraw at any time without giving a reason. I understand that data gathered in this project may form the basis of thesis, report, publication or presentation. I know that my name will not be used in any thesis, report, publication or presentation, and that effort will be made to protect my confidentiality. I agree to participate in your research.

Name …………………………………………………….

Signed …………………………………………………

Date …………………………………………………

Please return this completed form to the Secretary at the HR Office at the Head Office of your company, from whom I will collect it.

Researcher's signature: ……………….…………
Ambrose Kwabena Amenshiah
(Principal Researcher)
Email: a.k.amenshiah@student.bradford.ac.uk
Mobile: 00447553540935

Supervisors:
Prof. Farhad Analoui, University of Bradford, BC

I am researching the oil and gas industry in Ghana and would like you to be involved. Please take time to read the following information carefully and discuss it with others if you wish. Please ask me if there is anything that is not clear or if you would like more information.

About the Research

The discovery of oil and gas in Ghana was made in 2007 by GNPC and its partners. Since it was the first significant discovery, the government of Ghana envisaged the need to build the capacity of the oil and gas industry. I am researching into the **capacity building in the oil and gas industry: The case of Ghana**. The focus is on Human Resource (HR) capacity building. The main aim of this study is to identify and explore the gap in HR capacity in the oil and gas industry in Ghana. And to determine how such shortcomings can strategically be addressed? The studies will not look at institutional and environmental capacity building. Ethical approval for this study has been granted the Development and Economics Research Ethics Panel at the University of Bradford, UK. I am a research student pursuing a **4-year PhD** in **Development and Economics Studies Programme** tenable at the **University of Bradford, UK. Ghana Education Trust Fund (GETFund)** is the **sponsor** for this research**.**

Your Involvement
I am asking the top and middle-level managers in the oil and gas industry to share their views and experience of the industry. I will like to interview you about your experience and opinions on the strategies, procedures and processes being used by your company to build the HR in the industry. It includes the challenges and the way forward.

The study will be interviewing HR Officers (3 from each of the 4) organisations selected. The study will use an in-depth interview for the 10 HR Officers. In addition to the interview, the study will use semi-structured interviews for the Top and Middle-level staffs at the head offices of the four (4) selected organisations (80 from each of the 4=320) participating organisations. The sampling size will be 320 participants. The study aims to collect qualitative data from both in-depth and semi-structured interviews. The interview will take 30 -45 minutes of your time. All information that I collect about you during the study will be kept strictly confidential, and only I will have access to your data. You will not be identified, or your name will not be used in the thesis, report or publications. All data collected about you will be anonymised, such that individual companies or organisations, as well as participants, will not be identifiable. Every effort will be made to protect your confidentiality. The data will be destroyed six months after the award of PhD. I will confirm this via email.

The audio recording made during this study will be only for academic purposes, i.e. thesis write-ups and publications. There will be no other use without your written permission.

While there are no immediate benefits to participants/respondents, it is hoped that the government of Ghana, the companies in the industry and the society will benefit from the finding and recommendations from the research.

If you voluntarily decide to take part, you will be asked to sign a consent form. However, you reserve the right to opt out or withdraw at any time without giving any reason.

Lastly, I planned to commence the research in the second week in February 2015 to April 2015 with a preliminary or pilot interview and survey and your feedback on this research. Soft copies of the study will be made available to the research participants. Please if you would like a soft copy to provide your email address to me.

I am most grateful to you for taking the time to consider this research project. If you have any questions or suggestions, please do not hesitate to contact me.

Yours Sincerely
Ambrose Kwabena Amenshiah
(Principal Researcher)
Email: a.k.amenshiah@student.bradford.ac.uk
Mobile: 00447553540935

Supervisors:
Dr John Lawler

Prof. Farhad Analoui

The University of Bradford, Centre for International Development

Appendix 3:
SEMI-STRUCTURED INTERVIEW GUIDE FOR TARGETED HR/TRAINING

AND DEVELOPMENT OFFICERS (HR) MANAGERS OF SELECTED

ORGANISATIONS IN THE OIL AND GAS INDUSTRY IN GHANA

UNIVERSITY of BRADFORD

BRADFORD CENTRE FOR INTERNATIONAL DEVELOPMENT

January 2015

RESEARCH INTO THE HR CAPACITY BUILDING IN THE OIL AND GAS INDUSTRY: THE CASE OF GHANA

Section1: Demographic characteristics

1. (a)Organisation/Department…………………………………………

(b)Name of Interviewee ……………………………………………….

c) Gender: Male ….   Female…….d) Age ………

e) Highest Education Level: ………………………………………………..

f) Years of Service in this Organisation ………………………………..

g) Years of Experience………………………………………………..

h) Position/Rank……………………………………………………….

i) Date ………………………………………………………………

Section 2: Human resource (local skill) capacity building/Strategies

2. a) What is the extent of local skill capacity shortcoming in the oil and gas

industry?

(b) To what extent are the existing shortcomings of human resource capacity affecting the operations of oil and gas industry in Ghana?

3. (a) What are the current strategies, procedures, practices and methods being adopted by your organisation to build human resource capacity in the organisation?

(b) How sustainable and efficient are your organisation's strategies for developing local skills capacity in the organisation?

(c) How is the monitoring of trainees affecting HR capacity building in the oil and gas industry in Ghana?

4. What are your organisation's major priorities regarding HR capacities building in the oil and gas industry?

Section 3: Performance appraisal system

5. (a) How efficient is your organisation's performance appraisal system?

(b) What does feedback from the appraisers mean to your organisation?

(c) In your opinion, how prompt and constructive is the feedback from the performance appraisal process.

6. a) What recruitment and selection methods/criteria are in place?

b) How *efficient and strategic* are the methods of recruitment and selection process?

c) To what extent does equal opportunity affect recruitment and selection?

d) Do employees/trainees receive *induction* after recruitment and selection?

e) During interviews do you inform interviewees about future training and development?

d) In your opinion, will training and development lead to extra rewards (salary or remuneration)?

Section 4: Policies/Plans/ Legislations relating to the capacity building of local skill

7 a) Since the discovery of oil and gas in 2007, what successes have your organisation achieved so far about human resource capacity building?

8. To what extent is the local content legislation and participation (LI2204) impacting on human resource capacity building of Ghanaians in the industry and the economy as a whole?

9. a) How effective is the collaboration between your organisation and private operators, such as Tullow Ghana Ltd, Kosmos Energy and public institutions such as GETFund, Scholarship Secretariat, GNPC regarding local skills capacity building in Ghana?

 (b) How efficient is your database for recruitment and selection?

10.a) In your opinion, what are the significant challenges or problems affecting HR capacity building process in the oil and gas industry in Ghana?

 d) What are the shortcomings of the human resource in this organisation?

 c) What policies are available for human resource and how efficient are they?

 d) What are the HR plans and how forward-looking is HR?

 e) Also, if there is anything else you would like to add?

Thank you for your time. I am most grateful.

Appendix 4: EMPLOYEE QUESTIONNAIRE SCHEDULE

Section A: **DEMOGRAPHIC PROFILE** – (Please circle/tick the appropriate response)

1. Name (optional)……………………………………………………………………

2. Position/Rank……………………………………………………………………

3. Age (__)

4. Gender: Male (__) Female (__)

5. Highest Level of Education

6. How many years have you worked in this organisation? …………………………………

7. How many years of work experience do you have? ……………………………………

8. What is your department role in this organisation? ……………………………………………………………………………………

Section B: HUMAN RESOURCE CAPACITY BUILDING

9. Are you aware of HR capacity building policies/initiatives of your organisation?

          Yes (__) No (__)

10. Are you aware of the availability of a scholarship for staff in your organisation?

          Yes (__) No (__)

11. (a) Have you benefitted from any capacity building(CB) programme or initiative in your organisation?

          Yes (__) No (__)

12. Based on your current capacity (expertise and experience), what type of training or CB programme do you need to build on your existing skill?

……………………………………………………………………………………

……

13. Do training and development improve your performance?

Yes (__) No (__)

Please indicate the extent to which you perceive the following HR capacity building/gap analysis statement on a five-point scale where (**1=Strongly Disagree, 2=Disagree, 3=Agree, 4=Strongly Agree, 5=Neither agree nor disagree**).

1 2 3 4 5

14) Availability of digital and modern *database* on current and future HR requirement

(Skill Gap) in the oil and gas industry in Ghana.**... ... .**

15) Publication of current and expected vacancies in the industry.**…. …. …. ….. ….**

16) Allocation of adequate resources for HR capacity building by

management? **… … .... . …. ….**

17) Availability of reward and motivation system in the organisation **.… … .... . … ….**

18) Availability of a *succession plan*, to replenish the organisations

HR, as well as the oil and gas industry in Ghana.**… … .... . …. ….**

19) **Government's commitment** towards addressing the existing local skill capacity shortcoming.**… …. .… ….. ….**

20) Sustainable **strategy** to develop the existing HR capacity

of Ghanaians.**... ... .**

21) The efficiency of strategy to build the existing human resource capacity

of Ghanaians in the petroleum industry.**.... ... .**

22. How do you perceive the rate of the current human resource skills capacity in the oil and gas sector, using a five-point scale? Please tick the appropriate one.

(below 10%, ,10-20%, 45   %, ,51-69,   %)

Section C: **CRITICAL HUMAN RESOURCE CAPACITY BUILDING ISSUES**

23) Which one of the following do you perceive as the major issue that affects HR capacity building operations in your organisation?

a) Funding (___)

b) Political Interference (___)

c) Organisation's priority (___)

d) Training Centre (___)

b) Is your department concerned about some significant challenges that affect HR capacity building in this organisation?

YES (_) NO (_) I don't know (_)

c) If No, please explain briefly?

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d) If yes, state three challenges of most concern to you in order of importance?

a) …………………………………………………………………………………………

b) …………………………………………………………………………………………..

c)…………………………………………………………………………………………

e) Considering the existing national skill gap development, state three major priorities of this organisation you are aware of.

a) …………………………………………………………………………………………

b) …………………………………………………………………………………………

c)………………………………………………………………………………………..

24 How were you recruited into this organisation? Tick one of the following.

1. Transfer (__)

2. Appointment (__)

3. Direct application (__)

4. Placement/National Service (__)

5. Expatriate/Consultant (__)

25. LI2204 is impacting positively on capacity building of HR (local content) in the petroleum industry. Do you agree with the statement above?

Yes (__) NO (__)

SECTION D: PERFORMANCE APPRAISAL SYSTEM

26. Please, are you aware of the organisation's policy on staff performance appraisal system?

YES (__) NO (__)

27. Please, when was the last performance appraisal took place in this organisation?

a) 2015 ………., b) 2014………., c) NOT APPRAISED

28. Are you provided with feedback when this organisation appraises your performance?

YES (__) NO (__)

29. Please indicate the extent to which you perceive the question below on performance appraisal system on a four-point scale (**1=Very efficient, 2=Efficient, 3=Not efficient, 4=I don't know**).

The efficiency of performance appraisal of staffs in your organisation

1   2   3   4
(__) (__) (__) (__)

SECTION E: GENERAL QUESTIONS.

30. Any other comments on the issues covered by this questionnaire are warmly welcome

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Thank you very much for your time spent in completing this questionnaire.

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For feedback about the results of this survey, please provide your details below:

Name:

Address:

Email:

Tel: Fax:

Appendix 5:

UNIVERSITY OF

BRADFORD

MAKING KNOWLEDGE WORK

To Whom It May Concern

Ambrose Kwabena Amenshiah

This is to confirm that the person mentioned earlier is registered with this University for a research degree and is hoping to achieve a PhD because of the project he is currently undertaking.

He is about preparing to gather data for that project and will be approaching a range of people in discussing his project and gaining permission to collect data. I would be most grateful if you could extend your help to him for this purpose.

Please contact me if you need any further information.

Dr John Lawler Senior Lecturer

Bradford Centre for International Development University of Bradford

BD7 DP

01274 23 3978

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PETROLEUM COMMISSION, GHANA

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6. To sign this undertaking before the Commission releases information.

Details of Information Recipient

Name: AMBROSE KWABENA AMENSHIAH

Institution/School/Company: University of Bradford

Signature:

Date: 26/2/2015

The history of hydrocarbon in Ghana dates back over 100 years. The West African Oil and Fuel Company (WAOFCO) was the first oil company to commence hydrocarbon exploration in the Gold Coast (now modern-day Ghana) (Ghana Oil Watch, 2011, GNPC, 2013). The focus of the then WAOFCO was geared towards the exploration at the rich onshore Tano field at Half-Assini in the Western Region of Ghana due to the oil seepage found in the area. During the period between 1896 and 1903, WAOFCO drilled a total of five wells. The first documentation of oil discovery is attributed to the WAOFCO-2 well (Ghana Oil Watch, 2011). During the early rush for potential exploration, many foreign investors were later attracted to the Volta and the Accra/Keta Basin, for instance, investors from the then Soviet Union and Romanian geo-scientists in the early to mid-1960's (1960-1967). Their discovery led to the exploration shift from onshore to offshore (Ghana Oil, 2011).

The period after the exit of the Soviet Union and the Romanians in 1967, marks the first significant discovery of oil in the Saltpond Basin in Ghana under Dr Busia Government where R.R Amposah took a sample of the oil from the said discovery and exhibited it in public. The Saltpond oil was discovered in 1970 by Signal Amoco, about 100 km west of Accra. Commercial production of oil commenced in 1971 under General Kutu Acheampong regime (Ghana Oil Watch, 2011, GNPC, 2013). The Saltpond oil field produced approximately 3.47 million barrels of oil and 14 cubic feet of gas flared in the period 1978 - 1985.

GNPC (2010) noted that significant commercially viable oil and gas reserves find made in 2007 in the Jubilee field. The discovery signified a turning point in

the developmental efforts of the state. Ghana National Petroleum Corporation (GNPC) (2010) notes that the first production of crude oil from the Jubilee Field started in late 2010. Twelve discoveries have been made since 2006 in Ghana. Four of the oil finds have started production in Ghana. The leading operators in the Jubilee Field are Tullow Oil, Kosmos Energy, Anadarko Petroleum Corporation, and Sabre Oil and Gas, while GNPC operates on behalf of the state (AEFJN, 2014; Kosmos Energy, 2014) (see the figure below).

The Offshore Jubilee Oil Field in Ghana

Source: Adapted from Tullow oil Ghana (2013).

The estimated revenue of the oil reserves is about $1 billion per year (approximately EUR 768 million), which is like the amount of development aid provided by donor agencies to Ghana annually (European Commission, 2013).

According to Kosmos Energy (2014), the designed production capacity of phase one of the Jubilee field is 120,000 barrels of crude per day (bopd).

As a commitment on the part of the Government of Ghana, the Legislative Instrument (LI) for the local content policy was approved by parliament on 19th November 2013 (Government of Ghana, 2014). The approval of the LI was to give the policy a legal backing for implementation to enable the Ghanaian state to take control and thus maximise the benefit from the industry (Ministry of Energy, 2010). It is to ensure that at least 50% of management staff shall be Ghanaians and 80% in the next five years after the commencement of the petroleum activities in the country in 2010. Ghana government has since trained many people in the upstream petroleum sector. Oil and Gas Learning Foundation (GNPC Oil and Gas Learning Founding) was established to train and develop local skills in Ghana (Ghana Oil and Gas, 2013; GNPC, 2013).

Major operators in the petroleum sector in Ghana are; Tullow Ghana Limited, Kosmos Energy, Ghana National Petroleum Corporation and Ghana National Gas Company. Tullow Ghana Ltd is an independent Irish exploration and production company listed on the London and Irish Stock Exchanges (Tullow Oil, 2011). In 2004, Tullow acquired Energy Africa, which employed about 900 people in 2011. Tullow operates in Gabon, Côte d'Ivoire, Mauritania, Congo-Brazzaville and Equatorial Guinea and has two development programs in Ghana and Uganda (Friedrick Ebert Stiftung, 2011: Tullow Oil, 2011). The Jubilee field was Tullow's most significant discovery in oil and gas.

Tullow Oil has 36.50% working interest in the crude oil production from the Jubilee Field and serves as the unit operator for the partners involved (AEFJN, 2014). In 2010, the company had an operating cash flow of US$762 million and

a profit after tax of US$73 million (Friedrick Ebert Stiftung, 2011). Tullow has two licences in Ghana, and these are Jubilee and TEN, with a 33, 100 BOEPD in production. Tullow in collaboration with Petroleum Commission and Government of Ghana instituted scholarship programmes to train Ghanaians in the oil and gas related courses to building the capacity of the local skills. About 55 Ghanaians benefitted from the secondment with the TEN Project in London, Singapore, Houston and Ghana. Those selected were mostly from GNPC, Petroleum Commission of Ghana and Tullow Ghana Limited. Also, about 30 were employed to work on the FPSO conversion in Singapore with MODEC. Tullow has also introduced scholarship for pre-tertiary programmes for technical and vocational training at Jubilee Technical Training Centre at Takoradi, to the significant skill gap to meet the immediate need of the oil and gas industry in Ghana (Tullow Ghana Limited, 2015).

Kosmos Energy is a pathfinding international oil and Gas Exploration and Production Company with most of its activities focused on the Atlantic Frontier (Kosmos Energy, 2014). It was founded in 2003 by five partners with their primary focus on unlocking new hydrocarbon systems, growing and maturing discovered basins through follow-on exploration success, development and production rather than acquisition. Kosmos Energy has its headquarters located in Dallas, TX but operates an office in Accra. Kosmos Energy has a large asset portfolio which includes the on-going drilling and major project developments offshore Ghana, as well as substantial exploration activities on-going offshore Ireland, Morocco, Surinam and onshore Cameroun. These companies manage global investments, worth more than US$100 billion (Kosmos Energy, 2013). In Ghana, Kosmos Energy was the first company to start an extensive exploration

of the Tano Basin. It has 23.49% working interest in the Jubilee Oil field at the west coast of Ghana. The current production at the Jubilee Field is 104,000 barrels of oil per day (bopd) (Kosmos, 2014)

The Ghana National Petroleum Corporation (GNPC) was established in 1983. The state owns it. The head office of GNPC is in Tema, Ghana. GNPCs working field has been outsourced by the Ministry of Energy "to accelerate the promotion of petroleum exploration activities to ensure early commercial discovery and production, to undertake the appraisal of existing petroleum discoveries to ensure production to meet national requirements and to ensure that Ghana obtains the greatest possible benefits from the development of its petroleum resources" (Friedrick Ebert Stiftung, 2011). GNPC has a total working population of 284 staffs. The male staffs (231) represent about 75 per cent, whiles the female employees are about 71 (25%) per cent. The top management is made up of 17 employees, senior staffs represent 231, and the junior staff's level accounted for the remaining 36 employees (GNPC, 2017). GNPC has 13.73 % interest in the Jubilee Oil blocks in Ghana (GNPC, 2013). Its activities are geared towards:

1) Investment systematically and prudently in the building of capacity to manage a wider portfolio of producing asset and a broader range of activities spanning the entire value chain;

2) Promoting and understanding investment for the replacement and growth of reserves;

3) Securing capital at the lowest possible cost to maintain an optimum level of participation and;

4) Facilitate the creation of an appropriate environment for the stakeholder's participation" (GNPC, 2013: 1).

GNPC has a good database, which captures profiles of each staff. So, every staff has access to competency assessment profile, so any GNPC's staffs know where to go to see whether he is bridging a gap or not. So, we do that for a period, when we bridge the gap. GNPC have another assessment or database we call it CSMonline. CSMonline is what we use, it is funded by International Human Resource in Boston for Oil and Gas Industry, and we are a member, so everybody is captured on the database (GNPC, 2013: 1).

Ghana National Gas Company Ltd is a mid-stream gas business company incorporated in July 2011 by the state as a limited liability company with the ultimate mandate or responsibility to build, own and operate infrastructure needed for the gathering, processing, transporting and marketing of natural gas resource in the country (Ghanagas, 2013). The company's core mandate includes the processing and marketing of natural gas and natural gas liquid (NGLs) from the oil fields in Ghana. It has about 500 skilled and unskilled workforces. Its vision is to become a global and a fully integrated and trusted business company. The project was funded from the US$1 billion facilities (part of Ghana Government's US$3 Billion) secured from the Chinese Development Bank (CDB) (World Bank, 2013).

The company's policy captures the following

- Investment in building of human capital

- Our contribution to strengthening the emerging oil and gas industry

- Empowerment local skills and participation in the management and utilisation of the Oil and Gas Resources

- Building up local skills capacity through training, skills and knowledge transfer, integration and employment within the petroleum industry (Ministry of Energy, 2010; Ghana National Gas Company, 2015)

The Ghana National Gas Company engaged the expertise and services of AECOM to provide the cardinal technical and operational support skills required at the commencement of the gas project to the commissioning stage of the project. At the launch of gas production, the company recruited and trained about 100 operations and maintenance technicians critical to operating the Gas Processing Plant. Sixty of the successful trainees were employed before the commissioning of the plant. An estimated 25% of the trainee positions were set aside for natives from the host community in the Western Region (Ghana National Gas Company, 2015; Ministry of Energy, 2010).

Regarding capacity strengthening, Ghana National Gas Company partnered recognised and accredited training Institutions in the Western Region including, Takoradi Polytechnic and Kikam Technical Institute (KTI) to provide industry training in operations and maintenance (O&M), gas processing, transportation and welding. The company aimed to increase the opportunities for residents and Ghanaians, in general, to gain employment in the oil and gas service industry. The local engineers have finally taken over the technical operations of the country's premier and emerging Natural Gas Processing Plant at Atuabo in Ghana since 2014. It has saved the company's operations about $2 million on a monthly basis or $24 million annually, is the cost incurred on the activities and management consultancy services rendered by the said foreign Chinese

company. The company attributed all these successes to a conscious effort by the company to attracting, training and integration of local skills. Ghana National Gas Company have 100 per cent stake in the operation of the plant.

The Ministry of Energy (ME) is one of the twenty-four ministries in Ghana. It oversees energy and petroleum-related activities in Ghana (Government of Ghana, 2014). The Ministry is responsible for the development of a reliable and sustainable provision of high-quality energy services at a minimum cost to all sectors of the economy. The Ministry of Energy is mandated to formulate, implement, monitor and evaluate programmes and policies towards a prudent management of the energy production and supply in Ghana (Ministry of Energy, 2015). The Ministry aims to consolidate and improve energy supply activities, rural electrification, strengthen institutional and human resource capacity in energy and petroleum development and production, as well as environmental impact assessment and management. It has about ten departments and agencies. The petroleum directorate is the technical arm of the Ministry of Energy and Petroleum in Ghana. It is for dealing with oil and gas related activities in the country. The sector includes upstream and downstream sub-sectors (Ministry of Energy, 2015). The petroleum upstream sub-sector deals with exploration, development and production including mid-stream activities in the sector. The mid-stream activities involve the transportation of crude oil and gas to the refinery and gas processing plant respectively. The petroleum downstream sub-sector encompasses storage, distribution and marketing of crude oil (Ministry of Energy, 2014).

The Ministry has put in place legislation to regulate and control the Energy Sector in the management and utilisation of the resources from the petroleum sector. The following are some of the existing laws in the energy sector:

- Petroleum Revenue Management Act 815 Act 2011

- Local Content and Local Participation Regulations (LI2204)

- Oil and Gas Insurance Placement for the Upstream section

- Petroleum Income Tax PNDC Law 188

- Petroleum Exploration and Production Law 1984 (PNDC Law 84)

- Petroleum Commission Fees

- Ghana National Petroleum Corporation Law 1983

- Petroleum Commission Act 821 Act 2011 (Ministry of Energy, 2015)

The discovery has raised the expectation of Ghanaians, and as a result the government of Ghana envisaged the need to develop and accelerate the growth of the economy in attempt to avoid Dutch disease associated with many oil and gas producing countries in Sub-Saharan Africa and expected contribute significantly to the growth of Ghana (Dartey-Baah *et al.,* 2012; Arhenful, 2013). The government of Ghana envisaged the need to establish a regulator to supervise or regulate the stakeholders especially the IOCs to the benefit of the country (Benin, 2017). Due to the foreseeable challenges in emerging oil and gas industry, the Government of Ghana in corroboration with GNPC established Petroleum Commission in 2011, as stipulated by Act 821. The Act provides that Petroleum Commission is an independent regulator for the upstream petroleum

activities including the licensing of the petroleum sector. Petroleum activities according to the Act "means any activity engaged in within and outside Ghana in relation to exploration, development and production of petroleum, the acquisition of data and drilling of wells and the treatment, storage, pipeline transportation and decommission and the planning, design, construction, installation, operation and use of any facility for the activities' (Act 821; Petroleum Commission, 2017). Petroleum Commission per Act 821 is the sole regulator of the upstream sector petroleum industry.

Act 821 specifically states that six months after the passage of Act 821, GNPC should cease to exercise advisory and regulatory function in the management of the utilization of the oil and gas resources in the sector. To protect and promote national interest in participation in the petroleum value chain, legislation has been passed by parliament among which are '*Petroleum Commission Act, 2011 (Act 821')* and the '*The Petroleum (Local Content and Local Participation) Regulation 2013, L.I 2204' (Petroleum Commission, 2016; GNPC, 2011).* There also exists a 'workforce demographic gap' with a high number of ageing and experienced workforces as against many junior level inexperienced employees.

The baseline study indicates that there is a situation of skills mismatch, because even though there is an acute shortage of 'skills in demand', there exists at the same time, many unemployed graduates with qualifications in other disciplines including, Oil and Gas Management, which have less relevance in the oil and gas industry. The study estimated that these shortages affect the following occupation primarily: geologists, geophysicists, loggers, toolpushers, drillers, petrol physicists and production engineers. Initial desktop research confirmed the gap between supply and demand of skilled labour and identified specific skill

sets as 'skill in demand' using; (i) work permit applications of expatriate over a period of two years, and (ii) survey among oil and gas company executives. Results show that the shortage primarily affected six main areas of skills in demand: Engineering, Geosciences, Technicians, HSE, Business and Logistics (Petroleum Commission, 2015). It showed about 760 work permits issued to expatriates for the Jubilee projects, contractors and subcontractors. The current 'skill in demand' workforce is approximately 2000 including Engineers, Geoscientists/Scientists, Technicians, HSE, Business and Logistics Personnel needed to deliver the three-main upcoming oil and gas projects in Ghana including Jubilee Phase 2, TEN and Sankofa fields (see the table and figure below).

Skills in demand in the Ghana oil and Gas industry

Skillset area	Number of Visas Issued	Percentages (%)	Specific Skills in demand
Geoscience/Science	17	1.2	Geology, Geography, Chemistry
HSE	27	3.6	Environmental, Science, Safety, Health
Business	29	3.8	Accounting Administration, Finance, Management, Taxation
Logistics	43	5.7	Logistics, Materials, Asset, Contract, Procurement
Technicians	152	20.1	Welders, Electricians, Control Room Operator, Mechanical, Installation, Maintenance, Sandblaster
Engineers	488	64.6	Construction, Cost, Drilling, Operations, Completion, Production, Mud, Well, Test, Facility
Total	756	100	

Source: Petroleum Commission (2015)

Profile of skills in demand
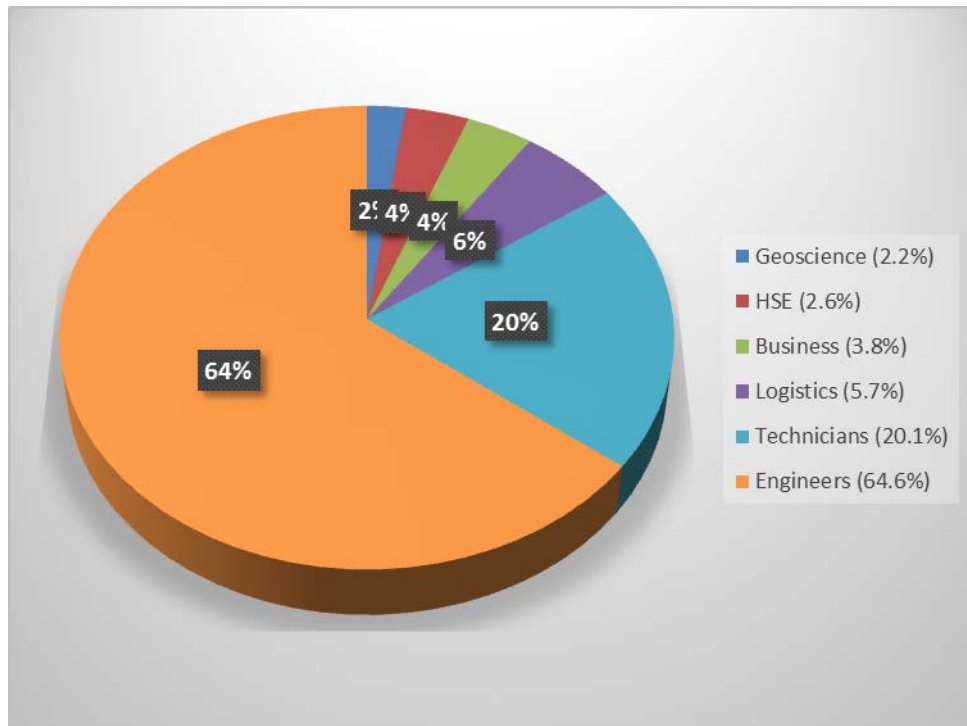
Source: Petroleum Commission, 2015

The following Policy Implementation Strategies have been developed under the HRD Policy and being carried out by the PC are Professional Integration Programme, Internship and Practical Training/Attachment, Tertiary Institution Capacity Building Programme, Skilled workforce database developments, Education and Sensitization Strategies, Career Development Strategies, Monitoring and Evaluation Strategies, Expatriate work Permit Facilitation Strategies.