



WORKPLACE DYNAMICS AND EMPLOYEE JOB PERFORMANCE IN THE PUBLIC AND PRIVATE SECTORS



WORKPLACE DYNAMICS AND EMPLOYEE JOB PERFORMANCE IN THE PUBLIC AND PRIVATE SECTORS

EMERGING PUBLIC LEADERS OF GHANA

APRIL, 2024

Table of Contents

EXECUTIVE SUMMARY	1
1.0 BACKGROUND	3
1.1 Why Assess Workplace Dynamics and Employee Job Performance in the Public and Private Sectors?	5
1.2 Objective	6
1.3 Approach to Developing the Brief	6
2.0 FINDINGS RELATED TO IMPACT ON EMPLOYEE JOB PERFORMANCE.....	7
2.1 Flexible Working Hours	7
2.1.1 Duration in the Organisation and High Employee Job Performance	7
2.1.2 Organisational Flexible Working Hours Policy and High Employee Job Performance.....	8
2.1.3 Effectiveness of Flexible Working Hours on Productivity and High Employee Job Performance	9
2.1.4 Effective Organisational Flexible Working Hours Policy and High Employee Job Performance	10
2.1.5 Propose Flexible Working Hours and High Employee Job Performance	11
2.2 Occupational Stress	12
2.2.1 Stress in Current Role and High Employee Job Performance	12
2.2.2 Use of Stress Management Resources in Organisation and High Employee Job Performance	13
2.2.3 Flexible Working Hours, Alleviate Occupational Stress and High Job Performance	14
2.2.4 Level of Support from Organisation in Management of Occupational Stress and High Employee Job Performance.....	15
2.3 Job Autonomy.....	16

Table of Contents

2.3.1 Level of Autonomy in Current Role and High Employee Job Performance	16
2.3.2 Perceived High Job Autonomy Positively Influences Work and High Employee Job Performance	17
2.3.3 Communication and Collaboration within the Team and High Employee Job Performance	18
2.3.4 Free to take Initiatives and High Employee Job Performance	19
2.3.5 Challenges of Employees Exercising Job Autonomy and High Employee Job Performance	20
3.0 DISCUSSION OF WORKPLACE DYNAMICS IN THE PUBLIC AND PRIVATE SECTORS AND EMPLOYEE JOB PERFORMANCE	21
3.1 Flexible Working Hours and Employee Job Performance	21
3.2 Occupational Stress and Employee Job Performance	22
3.3 Job Autonomy and Employee Job Performance	23
4.0 CONCLUSION.....	24
...	
5.0 POLICY RECOMMENDATIONS	25
5.1 Flexible Working Hours and Employee Job Performance	25
5.2 Occupational Stress and Employee Job Performance	25
5.3 Job Autonomy and Employee Job Performance	25

List of Figures

Figure 1: Duration in the Organisation and High Employee Job Performance	5
Figure 2: Organisational Flexible Working Hours Policy and High Employee Job Performance.....	6
Figure 3: Effectiveness of Flexible Working Hours on Productivity and High Employee Job Performance	7
Figure 4: Effective Organisational Flexible Working Hours Policy and High Employee Job Performance	8
Figure 5: Propose Flexible Working Hours and High Employee Job Performance	9
Figure 6: Stress in Current Role and High Employee Job Performance	10
Figure 7: Use of Stress Management Resources in Organisation and High Employee Job Performance	11
Figure 8: Flexible Working Hours, Alleviate Occupational Stress and High Job Performance.....	11
Figure 9: Level of Support from Organisation in Management of Occupational Stress and High Employee Job Performance	12
Figure 10: Level of Autonomy in Current Role and High Employee Job Performance	13
Figure 11: Perceived High Job Autonomy Positively Influences Work and High Employee Job Performance	14
Figure 12: Communication and Collaboration within the Team and High Employee Job Performance	15
Figure 13: Free to take Initiatives and High Employee Job Performance	16
Figure 14: Challenges of Employees Exercising Job Autonomy and High Employee Job	17

ACKNOWLEDGEMENTS

Emerging Public Leaders of Ghana (EPL Ghana) extends its sincere gratitude to its esteemed partners and stakeholders across various sectors, including public and private institutions, non-governmental organisations, civil society organisations, and other agencies. The unwavering support was instrumental in facilitating a comprehensive survey on Workplace Dynamics and Employee Job Performance in Ghana. This collaborative effort has ensured the success and credibility of this important initiative. EPL Ghana is grateful for the invaluable insights gleaned through the expertise and networks of its partners. These insights will be used to inform the development of policies, interventions, and best practices aimed at enhancing work environments and optimising employee performance within Ghana.

EPL Ghana remains firmly committed to fostering sustainable growth, empowerment, and prosperity for both individuals and organisations across the nation.

EXECUTIVE SUMMARY

The nature of work is undergoing significant transformations, with rising flexible working arrangements, concerns about occupational stress, and recognition of the importance of job autonomy. These changes can significantly affect employee performance in both public and private sectors. This report examines how workplace dynamics influence employee job performance across these sectors.

Flexible Working Hours (FWH)



Occupational Stress



Job Autonomy



- **Flexible Working Hours (FWH):** The report highlights the correlation between flexible work hours (FWH) policies and high performance. Although FWH policies offer numerous benefits, some challenges, like blurred work-life boundaries and collaboration issues, exist. Organisations should strategically implement and communicate FWH policies to enhance their value. Survey data confirms the positive impact of FWH on high performance.
- **Occupational Stress:** Stress can impact employee well-being and performance, leading to decreased productivity and higher turnover. Organisations should implement stress management initiatives and flexible working hours to combat this issue. Survey data reveals that tailored support structures can significantly enhance employee well-being and performance.
- **Job Autonomy:** A report suggests that providing employees with moderate autonomy can improve creativity and motivation, but organisations should offer support and clear communication to avoid confusion. Sector-specific dynamics and individual perceptions should be considered. Survey data shows moderate autonomy is linked to high performance, while strong team communication, collaboration, and initiative-taking are also associated with high performance.

- Workplace dynamics play a critical role in shaping employee performance. By strategically adopting FWH policies, prioritising stress management, and fostering job autonomy through tailored policies and collaboration, organisations can create an optimal work environment that optimises performance and employee well-being, leading to sustainable success. The report recommends implementing clear communication plans for FWH, launching awareness campaigns for stress management resources, and developing sector-specific autonomy guidelines with collaboration training programs. These steps can cultivate a work environment that fosters high-performing and well-supported employees.

1.0 BACKGROUND

In recent years, the nature of work has undergone significant transformations with the rise of flexible working arrangements, increasing concerns about occupational stress, and the recognition of the importance of job autonomy¹. These changes can significantly affect workers' performance in both the public and private sectors. In addition, the Covid-19 pandemic has brought about noticeable workplace changes and their impact on employees.

Flexible working hours refer to a non-traditional work schedule that allows employees to start and finish their workday at varying times². Occupational stress pertains to the physical, mental, and emotional strain experienced by employees in response to job pressure and demands³. Job autonomy signifies employees' independence and discretion in deciding their work responsibilities and methods⁴.

The change in workplace dynamics has significantly affected employees' job performance, which has provided them with flexible work arrangements to improve their work-family balance and overall well-being⁵. Poor time management leads to work-life imbalance, stress, reduced performance, and inability to meet family obligations⁶. Working parents who struggle with time management can experience increased stress and burnout, impacting their physical and mental health. Hence, there is a decreased quality of services for clients and financial losses for businesses⁷. Due to their organisational structure, decision-making processes, and external influences, public and private sector workplaces have different dynamics. Transparency and regulation compliance are prioritised in the public sector, while profit-driven goals and competition influence the private sector. It is crucial to comprehend these dynamics to develop effective policies that can improve productivity and well-being in the workplace.

Following the economic stagnation, the private sector has become increasingly important in creating jobs and boosting the nation's economy⁸. Despite this impact, the demands in the private sector are high, such as tight deadlines, heavy workloads, competition, and profit-driven goals, contributing to stress among workers, affecting their health and interpersonal conflicts⁹. In the public sector, occupational stress may result from the media, political pressures, and limited resources available to employees, leading to low productivity and poor results in the public sector.

1 Marino Mugayar-Baldocchi, Bill Schaninger and Kartik Sharma, *The future of the workplace: Embracing change and fostering connectivity*, McKinsey and Company, 2021.

2 US Department of Labour, *Flexible Schedules*, 2024.

3 James Campbell Quick and Demetria F. Henderson, *Occupational Stress: Preventing Suffering, Enhancing Wellbeing*, 2016.

When employees experience occupational stress, they often feel distressed and cannot function well¹⁰. Employee well-being impacts productivity. Stressors in competitive environments affect individuals across all aspects of their lives¹¹.

Job autonomy may vary in the public sector depending on the employee's role and organisational culture, which can impact their performance¹². Also, public employment's strict job structure can lower motivation and productivity, while moderate job autonomy can enhance performance, creativity, and innovation¹³. Encouraging employees to experiment and take ownership of their work can lead to more resourceful solutions, higher productivity, and greater innovation in the private sector¹⁴. However, excessive job autonomy can lead to challenges such as a lack of alignment with organisational goals and potential risks if employees make poor decisions. Effective communication and feedback mechanisms can help ensure that employees working towards common objectives are engaged in their roles by balancing autonomy, accountability, and support.¹⁵

This technical brief offers a detailed analysis of workplace dynamics and employees' job performance in the public and private sectors. The document explores different aspects of workplace dynamics, such as flexible working hours, occupational stress, and job autonomy, and their impact on employee performance.

4 Jing Wu and Jianan Zhou, How the configurations of job autonomy, work-family interference, and demographics boost job satisfaction: an empirical study using fsQCA, 2020

5 University of Lincoln Institutional Repository, Working time in public, private, and nonprofit organisations: what influences prospects for employee control? 2017.

6 School of Healthcare and Social Welfare, How people experience work life balance, 2023.

7 Greg Kunkel, A little help for working parents and managing stress in our current work environment, 2020.

8 MPRA, Private sector development in Ghana: An overview, 2019.

9 Journal Press India, Causes and effects of occupational stress in private sector: An empirical study for Kerala, 2017.

10 Office of the Head of Civil Service, Stress and performance among civil service employees in Ghana,

11 African Journal of Business Management, A study on occupational stress experienced by private and public banks employees in Quetta City, 2011.

12 Digital library of Open University of Tanzania, The impact of working environment on employees' performance: the case of institute of finance management, 2014.

13 UCC, Public service motivation and job satisfaction of employees of metropolitan assemblies in Ghana, 2020.

14 Walden University, Effective employee engagement in the workplace, 2017

15 Dr. Rubina Malik, Finding the perfect balance between employee autonomy and accountability,

16 Digital Library of Open University of Tanzania, The impact of working environment on employees' performance: the case of institute of finance management, 2014.

17 Office of the Head of the Civil Service, Administrative instructions for the Ghana civil service, 2020.

18 OECD, Small businesses, job creation and growth: facts and obstacles and best practices.

1.1 Why Assess Workplace Dynamics and Employee Job Performance in the Public and Private Sectors?

Job performance is crucial for the success of any organisation. It directly affects productivity, innovation, and employee satisfaction. Three key factors shape employees' ability to perform effectively and flexible working hours: occupational stress and job autonomy. However, the relationship between these factors and job performance is complex and multifaceted. It requires careful examination and tailored interventions to be effective. Comparing workplace dynamics between the public and private sectors may be challenging due to each sector's different work guidelines, missions, and focus¹⁶. The civil sector enjoys the protection provided by the civil service, which gives employees a sense of job security. However, the public sector is more likely to face time pressures and demanding workloads. Also, the public sector is less vulnerable to economic fluctuations than the private sector, where even small changes in income can significantly impact the organisation¹⁷. Hence, the public sector creates a sense of security in the employees and commitment to their jobs and ensures that employees serve the public interest, leading to higher job satisfaction.

The public sector offers structured career paths, pension plans, and healthcare services to enhance employee well-being. The private sector is competitive and efficient and provides employees with development opportunities. High pay and rewards motivate employees to work at their full capacity. However, these rewards and benefits may vary depending on the policies of each organisation. Workplace dynamics in the private sector prioritise client satisfaction and ensure they provide the best services to their consumers due to the competitive market in which they find themselves.¹⁸

The importance of job performance for organisational success makes it imperative to develop a paper on workplace dynamics and employee job performance in the private and public sectors. Understanding how workplace dynamics can influence job performance through factors such as flexible working hours, occupational stress, and job autonomy is essential for effective management. Furthermore, comparing these private and public sector dynamics can provide valuable insights into how different organisational structures, missions, and focus areas affect employee satisfaction, productivity, and overall performance. By comparing best practices, tailored interventions can be identified to optimise job performance in both sectors. Ultimately, this can benefit organisational outcomes and employee well-being.

1.2 Objective

This policy brief examines the impact of flexible work arrangements, job stress, and autonomy on employee performance in both public and private sectors.

Specific Objectives:

1. To assess the influence of flexible working hours on job performance.
2. To examine the relationship between occupational stress and job performance.
3. To analyse the role of job autonomy in enhancing job performance.

1.3 Approach to Developing the Brief

The following describes the approach to developing the brief. Both qualitative and quantitative approaches are used in the brief. To gather relevant insights and draw meaningful conclusions regarding the impact of flexible working hours, occupational stress, and job autonomy on employee job performance, a survey and workplace dynamics are analysed, and comprehensive desk and literature reviews are conducted, all of which involve data analyses.

2.0 FINDINGS RELATED TO IMPACT ON EMPLOYEE JOB PERFORMANCE

2.1 Flexible Working Hours

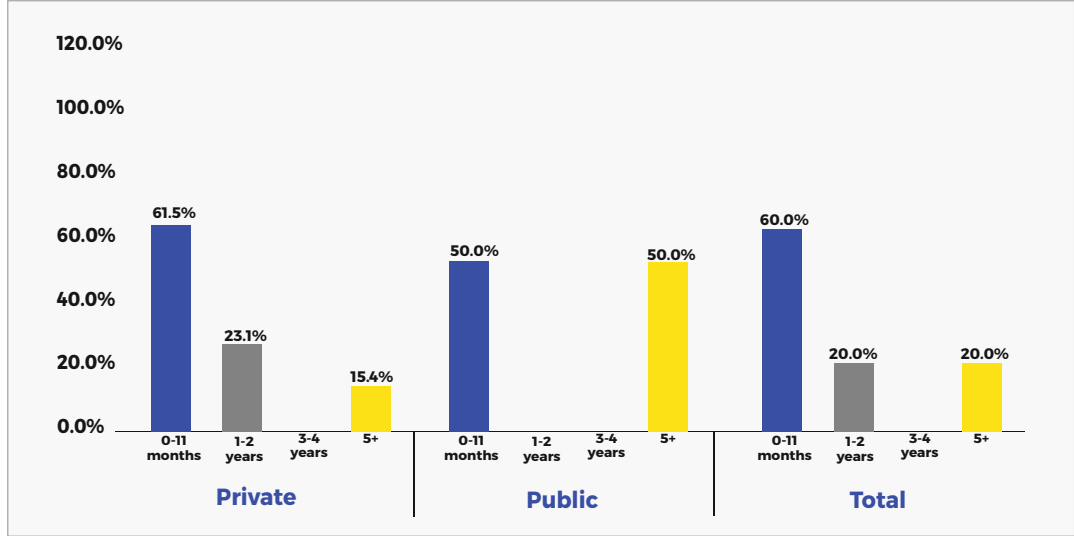
Flexible work arrangements can better balance work and personal life and reduce commuting stress. However, these arrangements may cause a blending of work and personal life, resulting in challenges related to time management and collaboration.

2.1.1 Duration in the Organisation and High Employee Job Performance

Figure 1 shows significant trends between the duration of employment within an organisation and high employee job performance. Most employees (60.0%) in the public and private sectors who had worked for 0-11 months reported high performance (public 50.0% and private 61.5%).

The majority of the employees in the public sector (50.0%), compared to a few employees in the private sector who have stayed for over five years in the organisation, demonstrated high performance.

Figure 1 Duration in the Organisation and High Employee Job Performance



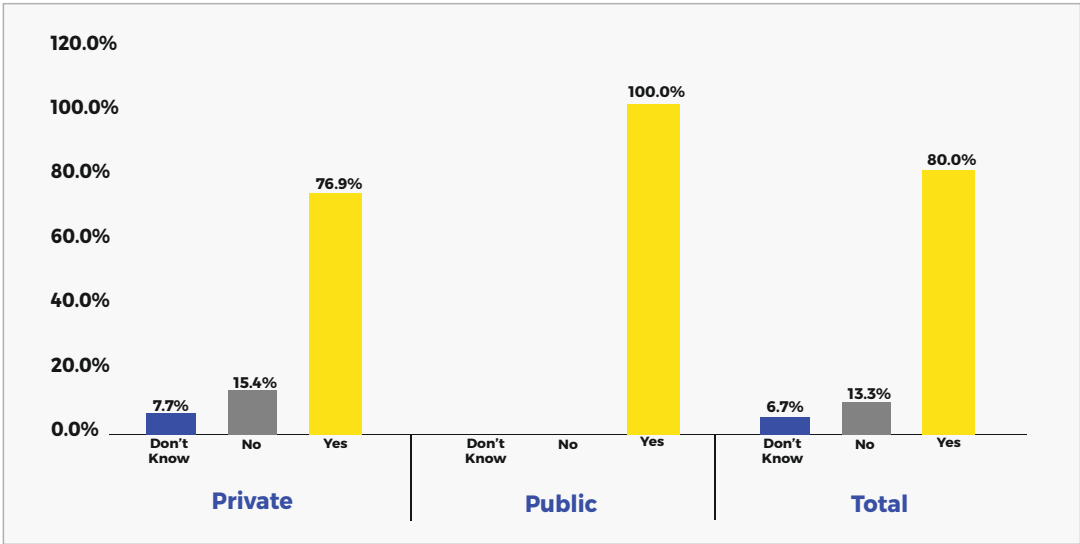
Source: EPL Ghana, Survey, 2024

The results show that newer employees exhibited higher job performance, possibly reflecting initial enthusiasm or alignment with organisational goals, while longer-tenured employees might experience other factors affecting performance.

2.1.2 Organisational Flexible Working Hours Policy and High Employee Job Performance

Figure 2 shows a strong correlation between an organisation's flexible working hours (FWH) policy and high employee job performance. For both sectors, the majority (80.0%) of the employees who demonstrated high job performance indicated the existence of an FWH policy (public 100% and private 76.9%). Among employees in the private sector, 76.9 percent indicated that their organisations have such policies, and 15.4 percent reported no knowledge of such policies, with few being unaware of such policies. These employees in these organisations also demonstrated high performance.

Figure 2 Organisational Flexible Working Hours Policy and High Employee Job Performance



Source: EPL Ghana, Survey, 2024

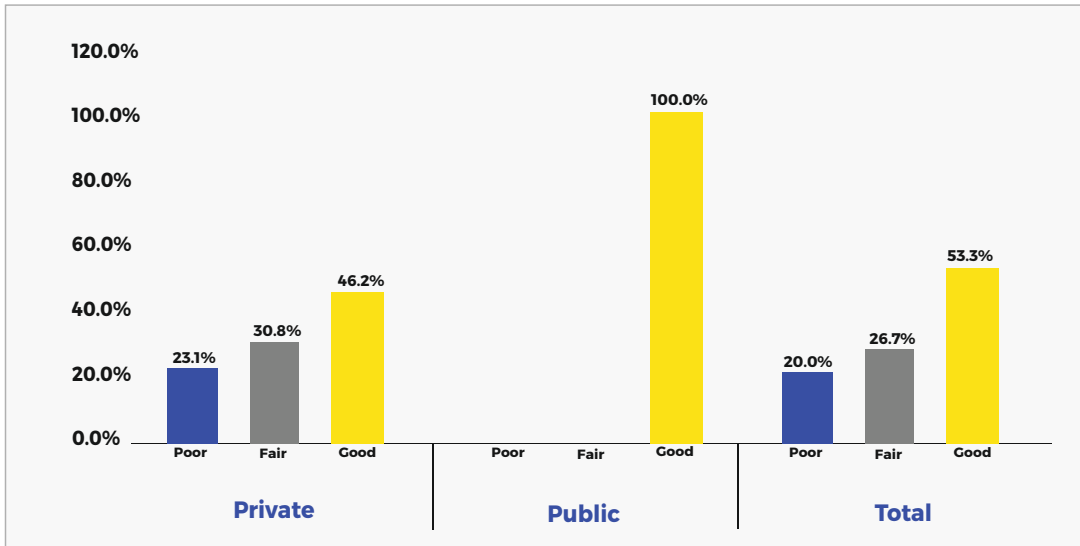
In the public sector, all employees who reported the existence of FWH policies reported high job performance. The result shows the importance of flexible working arrangements in fostering high employee performance, particularly when policies are communicated to the employees.

2.1.3 Effectiveness of Flexible Working Hours on Productivity and High Employee Job Performance

Figure 3 shows a positive correlation between the overall effectiveness of flexible working hours in enhancing productivity and high employee job performance across both private and public sectors.

Among employees in both sectors, more than 50.0 percent mentioned that FWH has a "good" effect on job performance, and 20.0 percent said FWH has a "poor" effect on productivity. In the private sector, a significant proportion of employees perceive effectiveness as "fair" (30.8%), indicating high job performance, while a majority (46.2%) regard effectiveness as "good". Similarly, in the public sector, all employees perceived FWH as effective in productivity.

Figure 3 Effectiveness of Flexible Working Hours on Productivity and High Employee Job Performance



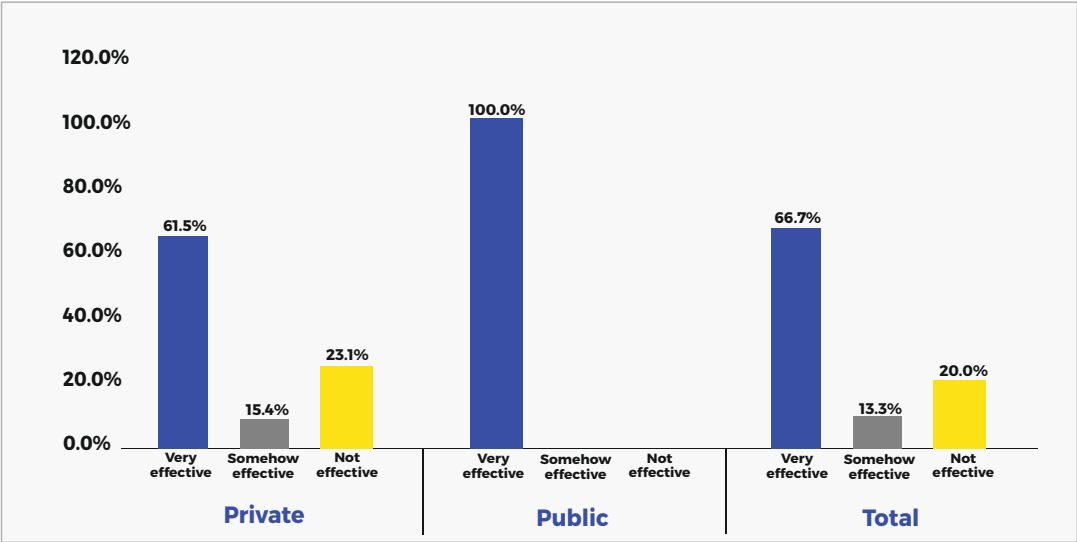
Source: EPL Ghana, Survey, 2024

The results highlight the importance of the perceived effectiveness of flexible working hours in fostering high job performance, urging organisations to prioritise policies that support productivity-enhancing practices.

2.1.4 Effective Organisational Flexible Working Hours Policy and High Employee Job Performance

Figure 4 indicates a relationship between the perceived effectiveness of the organisation's flexible working hours policy and high employee job performance. Among employees in both sectors, 66.7 percent said the FWH policy is effective and demonstrates high job performance. In the private sector, the majority of employees (61.5%) who view the policy as "very effective" exhibit high performance. In contrast, in the public sector, all employees who perceived the policy as "very effective" had high job performance.

Figure 4 Effective Organisational Flexible Working Hours Policy and High Employee Job Performance



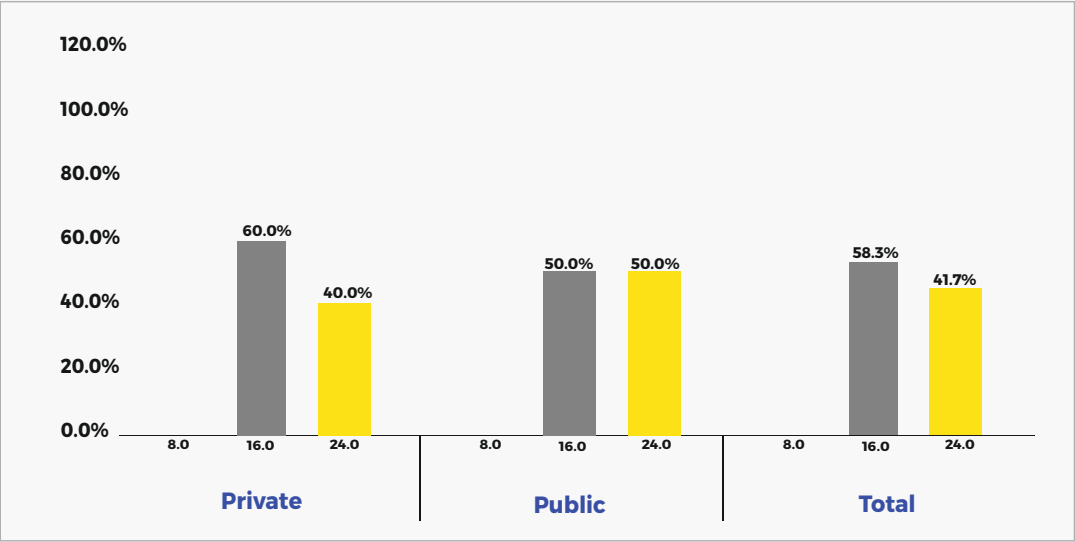
Source: EPL Ghana, Survey, 2024

The crucial role of effective, flexible working policies in fostering high job performance emphasises the importance of organisations prioritising and successfully implementing such policies..

2.1.5 Propose Flexible Working Hours and High Employee Job Performance

Figure 5 indicates a relationship between the proposed flexible working hours and high employee job performance across both private and public sectors. Most employees (58.3%) who proposed 16 hours per week of FWH exhibited high job performance, while 41.7 per cent proposed 24 hours per week. In the private sector, 60.0 percent of employees who proposed hours of 16 demonstrated high job performance compared to those in the public sector, where it was 50 percent of employees.

Figure 5 Propose Flexible Working Hours and High Employee Job Performance



Source: EPL Ghana, Survey, 2024

Evidence suggests an optimal range for proposed flexible hours, where moderate proposals correlate with higher job performance. This highlights the importance of carefully considering and calibrating flexible working hour proposals to maximise employee performance.

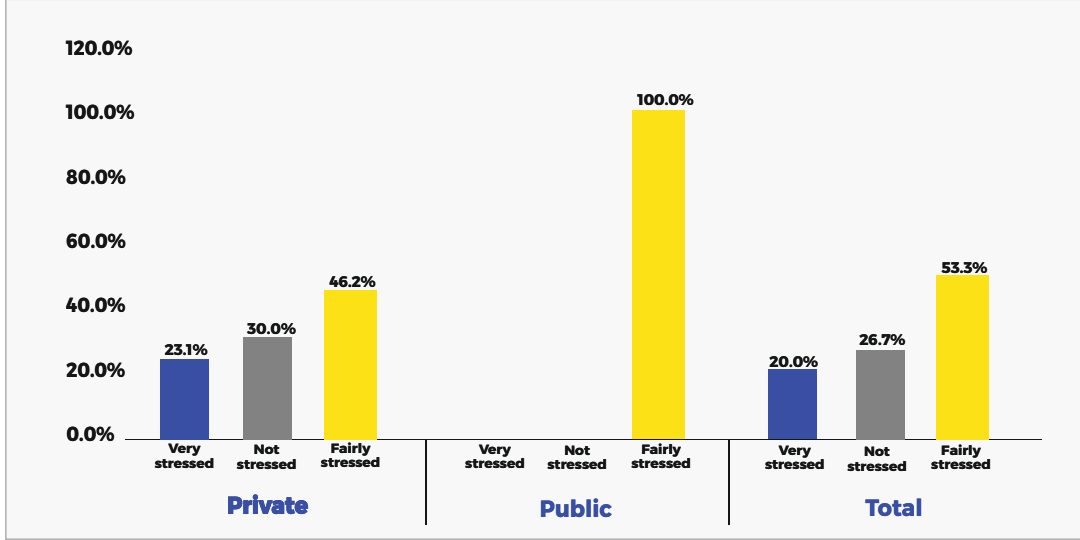
2.2 Occupational Stress

High levels of occupational stress can adversely affect employees' mental and physical well-being, leading to decreased productivity, absenteeism, and turnover.

2.2.1 Stress in Current Role and High Employee Job Performance

The results in Figure 6 suggest a significant impact of stress levels on job performance. The majority (53.3%) of employees reported being "fairly stressed" at work and showed high job performance, while 20.0 percent mentioned being "very stressed". This disparity was evident in the sectors, where 46.2 percent of employees in the private sector reported feeling "fairly stressed" had high job performance compared to all employees in the public sector.

Figure 6 Stress in Current Role and High Employee Job Performance



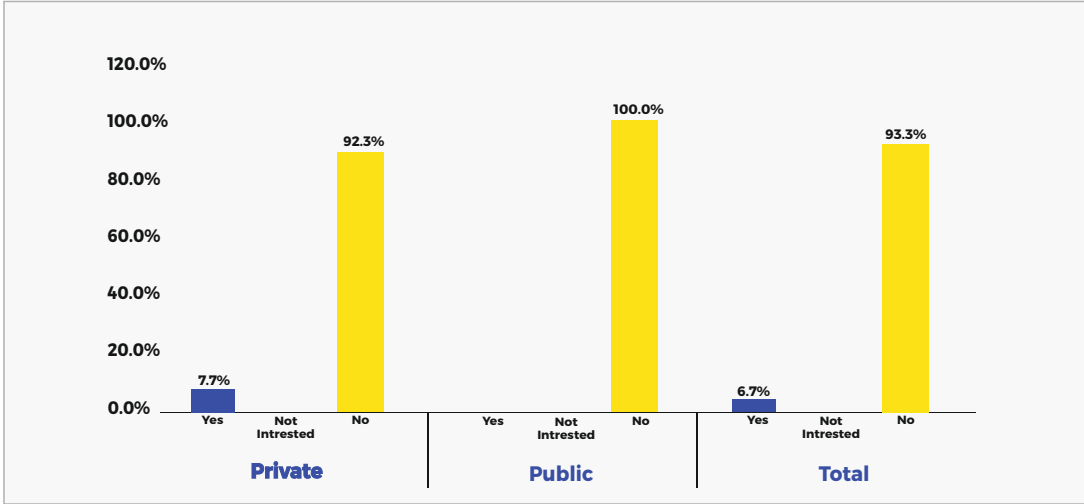
Source: EPL Ghana, Survey, 2024

Evidence depicts the negative impact of stress on job performance across both sectors, highlighting the importance of addressing and managing workplace stress to improve overall employee performance and well-being.

2.2.2 Use of Stress Management Resources in Organisation and High Employee Job Performance

Figure 7 depicts a concern about the need for employees to utilise stress management resources more, particularly in the private sector. For employees who perform, a majority (93.3%) of employees reported not using organisational stress management resources. Among employees in the private sector, 92.3 percent indicated “No”, demonstrated high performance, while all employees in the public sector reported not using such resources also exhibited high job performance, indicating widespread disinterest or unawareness. This trend aligns with the high percentage of employees experiencing stress, as shown in Figure 6.

Figure 7 Use of Stress Management Resources in Organisation and High Employee Job Performance

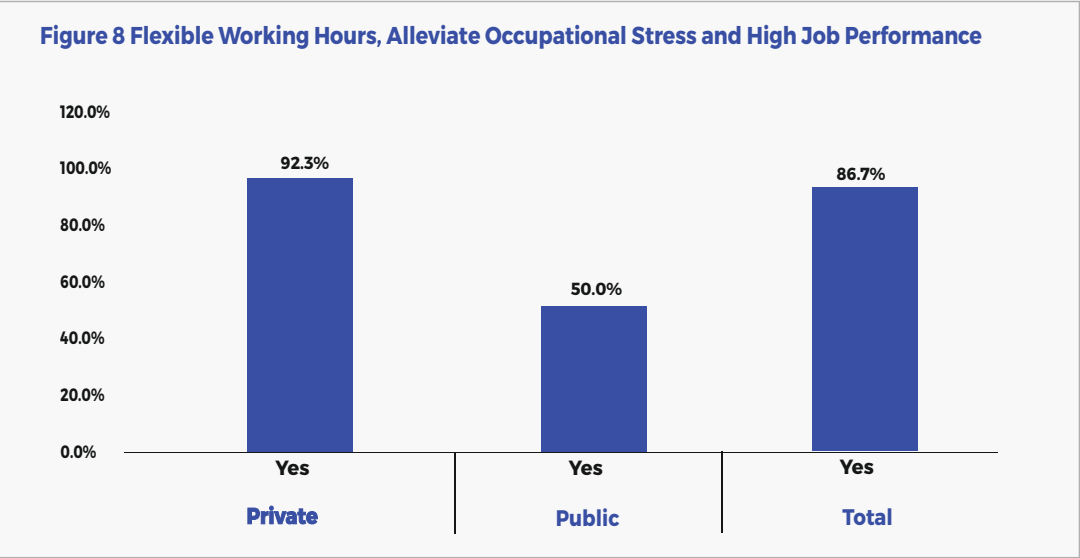


Source: EPL Ghana, Survey, 2024

It is observed that only a few high performers in the private sector (7.7%) and none in the public sector have sought stress management resources, possibly indicating a gap in organisational communication or support. Addressing this issue could significantly improve employee well-being and increase job performance, emphasising the importance of proactive stress management initiatives within

2.2.3 Flexible Working Hours, Alleviate Occupational Stress and High Job Performance

Figure 8 suggests a strong association between the perception that FWH alleviates occupational stress and high employee job Performance. Generally, majority (86.7%) of employees who believe that FWH alleviates occupational stress exhibited high job performance. In the private sector, 92.3 percent reported that flexible working hours have helped reduce stress, while in the public sector it was 50 percent.



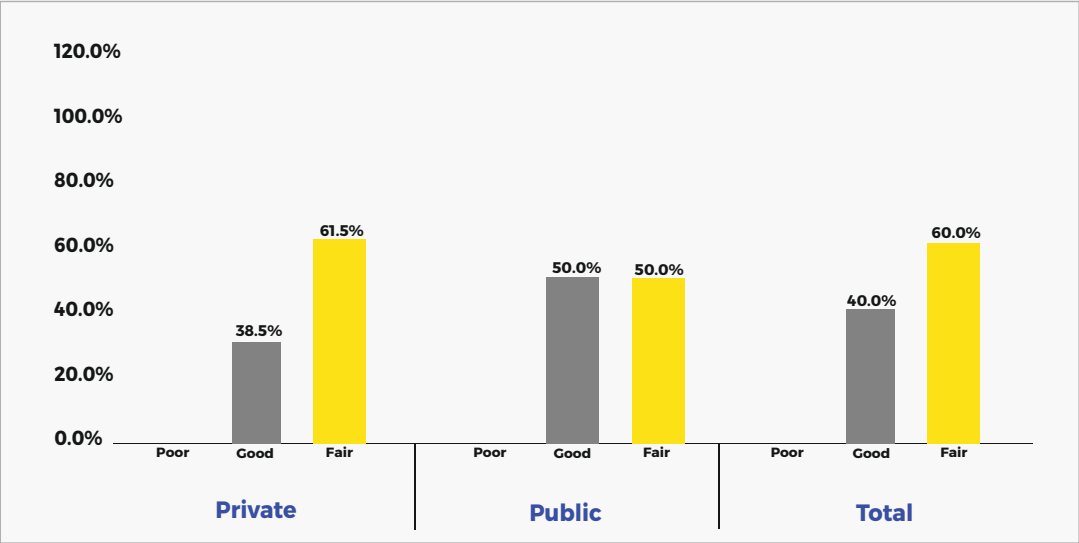
Source: EPL Ghana, Survey, 2024

A significant correlation with high performance can be inferred. Similarly, although the proportion is lower at 50.0 percent in the public sector, there is still a notable positive effect on stress reduction. The high proportion of employees across both indicates that flexible working hours are widely perceived as effective in mitigating occupational stress. This underscores the importance of implementing and maintaining flexible working arrangements to support employee well-being and enhance job performance.

2.2.4 Level of Support from Organisation in Management of Occupational Stress and High Employee Job Performance

Results in Figure 9 show a correlation between the level of organisational support in managing occupational stress and high job performance, with differing impacts across sectors. In both sectors, majority (60%) employees who reported that the organisation's level of support in managing stress is "fair" demonstrated high performance at work (public sector 50% and private sector 61.5%). None of the employees in both sectors who demonstrated high performance at work indicated a "poor" level of support from their organisation in managing occupational stress.

Figure 9 Level of Support from Organisation in Management of Occupational Stress and High Employee Job Performance



Source: EPL Ghana, Survey, 2024

Conversely, an equal split between "fair" and "good" support in the public sector aligns with a balanced distribution of high job performance. While "fair" support seems to predominate in both sectors, its association with high job performance varies. This suggests that while some level of support is prevalent, its effectiveness may differ based on sector-specific contexts or individual perceptions. Improving organisational support structures could further enhance employee well-being and performance across sectors.

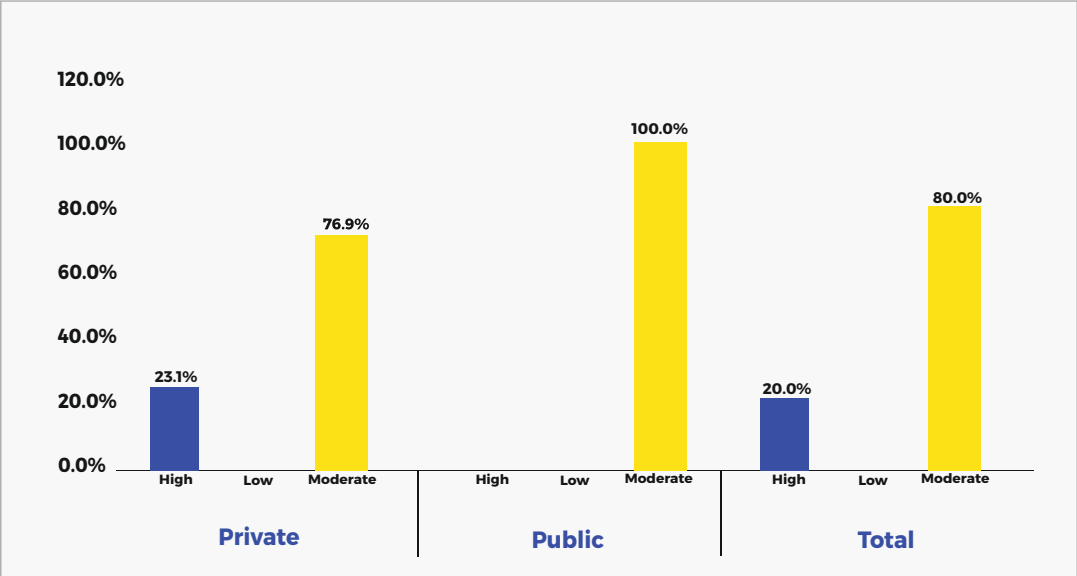
2.3 Job Autonomy

Empowering employees with autonomy can promote creativity, motivation, and ownership, but a lack of or inadequate support and guidance may lead to ambiguity and decreased accountability.

2.3.1 Level of Autonomy in Current Role and High Employee Job Performance

Figure 10 highlights a correlation between the employment sector and the level of autonomy with high employee job performance in the current role. Across sectors, the majority (80%) of employees who indicated that the level of autonomy in their current role is "moderate", were high performers. A similar pattern is observed in the private (76.9%) and public (100%) sectors. In the private sector, only 23.1 percent of employees said in their current role, the level of autonomy is "high" and they were also high performers.

Figure 10 Level of Autonomy in Current Role and High Employee Job Performance



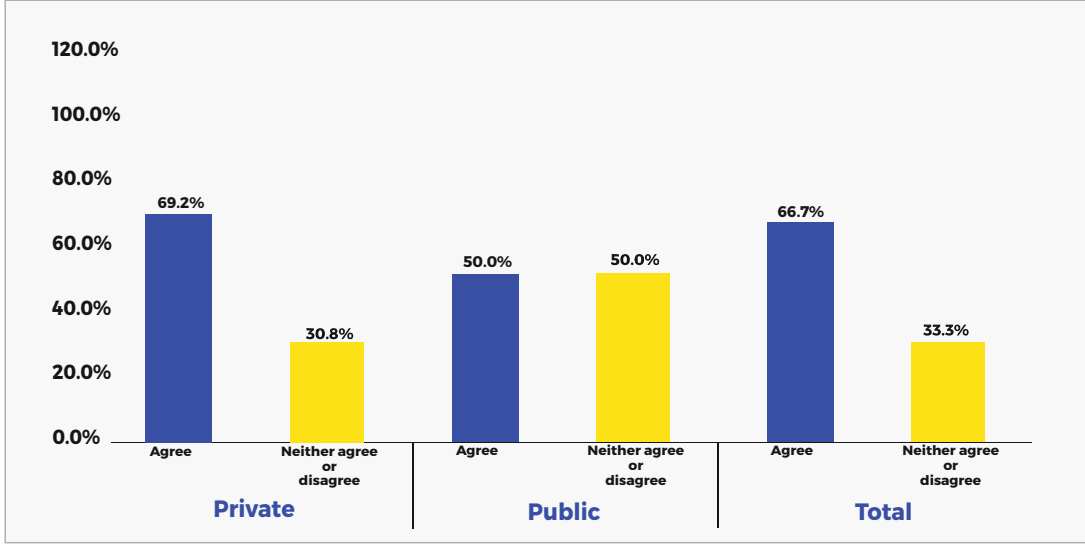
Source: EPL Ghana, Survey, 2024

These results suggest that while autonomy may positively influence job performance in certain contexts, other factors likely play significant roles in determining performance levels across sectors.

2.3.2 Perceived High Job Autonomy Positively Influences Work and High Employee Job Performance

The data indicates a clear association between perceived job autonomy and its impact on work performance across different employment sectors. Overall, 66.7 percent of employees agreed that more job autonomy positively influences their work and demonstrated high performance, compared to 33.3 percent who were neutral. In the private sector, 69.2 percent of employees agree that more job autonomy positively influences their work and exhibited high job performance. There was an equal split in the public sector, for high performers, 50.0 per cent of employees agreed that high job autonomy influence work, and 50.0 percent of them neither agreed nor disagreed.

Figure 11 Perceived High Job Autonomy Positively Influences Work and High Employee Job Performance



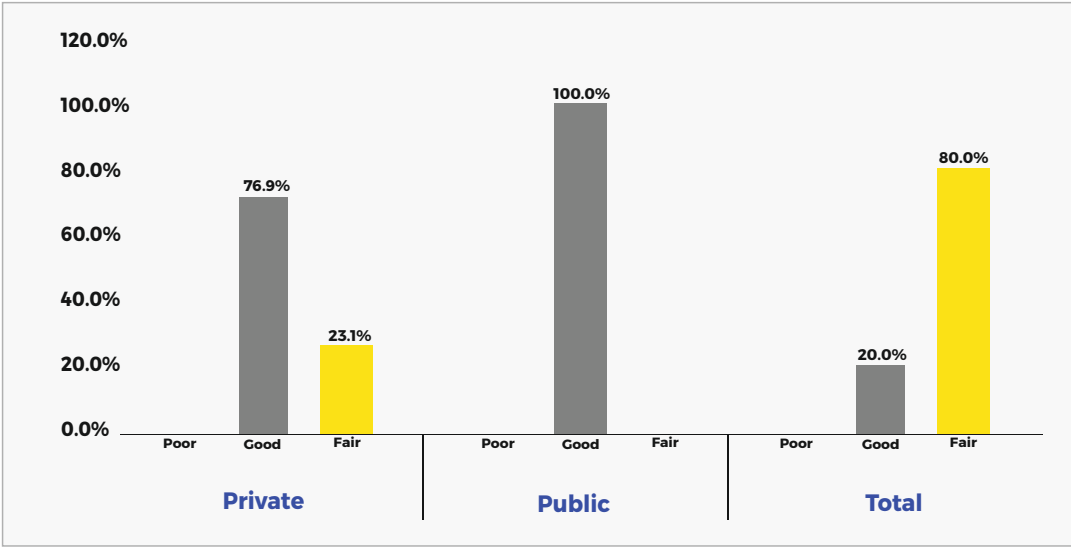
Source: EPL Ghana, Survey, 2024

While autonomy is valued and linked to performance, its impact may vary depending on sector-specific dynamics and individual perceptions.

2.3.3 Communication and Collaboration within the Team and High Employee Job Performance

Figure 12 highlights a strong correlation between the rating of communication and collaboration within teams and high employee job performance, with variations across employment sectors. Generally, regarding high performance, among employees in both sectors, 80.0 percent of them rated the communication and collaboration among the teams as "good," and 20.0 percent stated the positive impact of job autonomy on work as "fair." Also,76.9 percent of employees in the private sector rated communication and collaboration as "good," compared to all employees in the public sector, who rated communication and collaboration as "good", showing high performance.

Figure 12 Communication and Collaboration within the Team and High Employee Job Performance



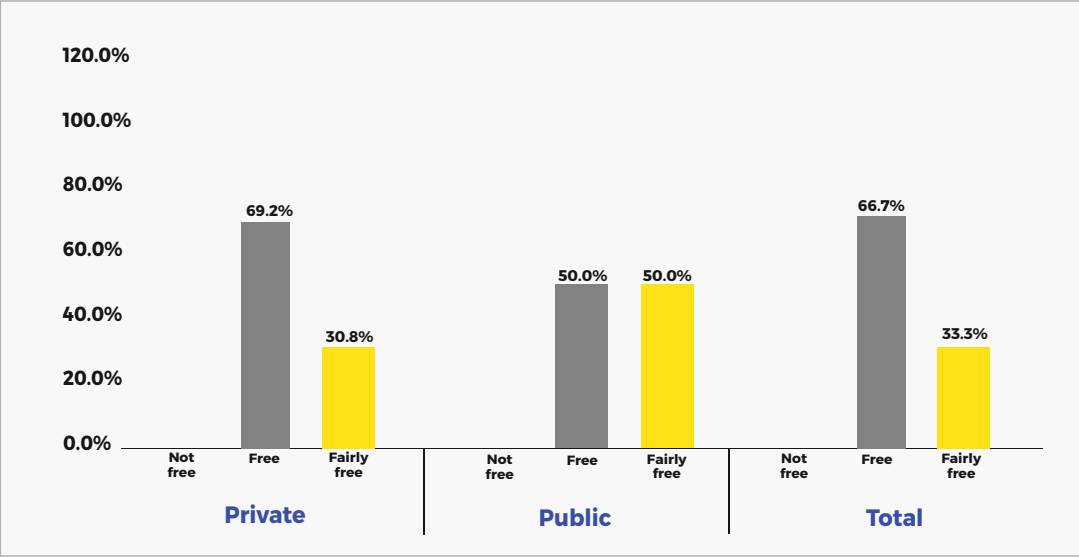
Source: EPL Ghana, Survey, 2024

This analysis underscores the critical role of effective team communication and collaboration in fostering high employee job performance, regardless of the employment sector.

2.3.4 Free to take Initiatives and High Employee Job Performance

Figure 13 illustrates a significant relationship between the level of freedom to take initiative and high job performance, with distinctions across the private and public sectors. In both sectors, the majority of employees who are free to take the initiative at the workplace reported high performance. However, proportions are higher for the private sector (69.2%) than the public sector (50%).

Figure 13 Free to take Initiatives and High Employee Job Performance



Source: EPL Ghana, Survey, 2024

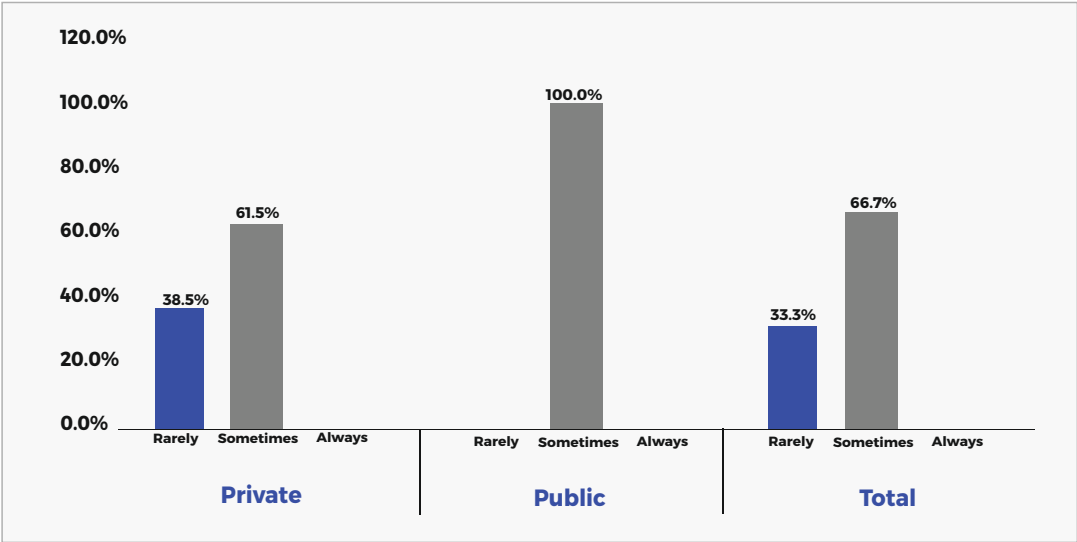
Most employees are free to take initiative and demonstrate high job performance, emphasising the importance of autonomy and initiative-taking in fostering positive work outcomes, irrespective of the sector.

2.3.5 Challenges of Employees Exercising Job Autonomy and High Employee Job Performance

Figure 14 shows employees' challenges in exercising job autonomy due to organisational policies or restrictions. On high performance, among employees, 66.7 percent indicated that they sometimes encounter challenges in exercising job autonomy due to organisational policies and restrictions.

In the private sector, a significant majority (61.5%) of employees with good job performance reported facing these challenges "sometimes," which substantially impacted job performance. On the other hand, all employees in the public sector face these challenges "sometimes," indicating a universal struggle in the public sector.

Figure 14 Challenges of Employees Exercising Job Autonomy and High Employee Job



Source: EPL Ghana, Survey, 2024

There is a need for private and public organisations to reassess their policies and procedures to support better employee autonomy, which could improve job performance.

3.0 DISCUSSION OF WORKPLACE DYNAMICS IN THE PUBLIC AND PRIVATE SECTORS AND EMPLOYEE JOB PERFORMANCE

3.1 Flexible Working Hours and Employee Job Performance



Strategic Adoption of Flexible Hours

Recognize the strong correlation between flexible working hours policies and high employee job performance across sectors. Prioritise the adoption of flexible scheduling policies to optimise performance outcomes.



Effective Policy Communication:

Emphasize the importance of clear and comprehensive communication regarding flexible working policies within organisations. Ensure employees are informed and understand the benefits, thereby enhancing their performance.



Perceived Effectiveness Impact

Acknowledge the direct influence of flexible hours' perceived effectiveness on employee job performance. Implement measures to enhance the perceived effectiveness of flexible working arrangements to drive performance improvements.



Successful Policy Implementation:

Ensure successful implementation of flexible working policies to create a supportive work environment conducive to improved performance. Invest in resources and training to facilitate seamless policy integration.



Strategic Proposal Approach

Advocate for moderate proposals for flexible working hours, as they are associated with higher rates of high job performance. Encourage carefully considering and calibrating flexible working hour proposals to maximise performance outcomes.

3.2 Occupational Stress and Employee Job Performance



Stress-Performance Linkage

Acknowledge the correlation between stress levels and high employee job performance, especially in the private sector. Prioritise stress management initiatives to support employee well-being and enhance performance outcomes.



Resource Utilisation

Enhance awareness and accessibility to address the underutilisation of stress management resources, particularly in the private sector. Invest in communication and training programs to encourage resource utilisation.



Flexibility Benefits

Recognize the efficacy of flexible working arrangements in reducing stress and improving job performance, particularly in the private sector. Consider implementing or enhancing flexible scheduling policies to support employee well-being.



Organisational Support

Understand the impact of organisational support on stress management and job performance. Develop tailored support structures to foster a supportive work environment.



Stress Management Priority

Prioritize proactive organisational stress management initiatives to optimise performance and well-being.

3.3 Job Autonomy and Employee Job Performance



Customised Autonomy Policies

Organizations should tailor autonomy policies to suit sector-specific needs, optimising job performance by understanding the nuanced impact of autonomy levels.



Clear Communication Channels

Enhanced communication strategies regarding autonomy's impact on work can improve performance and ensure employees grasp its value.



Team Collaboration Training

Investing in collaborative skills training fosters a culture of teamwork, leading to enhanced job performance through knowledge sharing and innovation.



Empowerment Initiatives

Initiatives encouraging employee initiative-taking to empower staff, foster a culture of innovation, and ultimately boost job performance.



Stress Management Priority

Regular policy review and adaptation address barriers to autonomy, ensuring organisational policies support employee empowerment for improved job performance.

4.0 CONCLUSION

The analysis highlights the crucial role of organisational strategies in shaping employee job performance across various domains. Flexible working hours policies strongly correlate with performance outcomes, urging organisations to strategically adopt and communicate such policies. Perceived effectiveness and successful implementation of flexible working arrangements significantly impact employee performance, emphasising the need for careful planning and execution. Moreover, recognising the correlation between stress levels and job performance underscores the need for prioritising stress management initiatives and resource utilisation.

Finally, empowering employees through autonomy, clear communication, collaboration, and adaptable policies fosters a conducive work environment, optimising performance, and well-being. Organizations must prioritise these aspects to drive sustainable performance improvements and organisational success.

5.0 LIMITATION

While this study provides valuable insights into workplace dynamics and job performance, its limitation lies in a small sample size of respondents, which may not fully capture the diversity of experiences across various industries. Additionally, the study's focus on private and public sectors may neglect nuances present in other organisational contexts. .

6.0 POLICY RECOMMENDATIONS

6.1 Flexible Working Hours and Employee Job Performance

- **Communication Strategy:** Implement a clear and comprehensive communication plan to ensure all employees understand the benefits of flexible working hours policies, reducing ignorance and maximising utilisation.
- **Guidelines for Proposals:** Establish guidelines for proposing flexible hours, emphasising moderation and alignment with organisational objectives to optimise job performance while maintaining operational efficiency.

6.2 Occupational Stress and Employee Job Performance

- **Stress Management Awareness:** Launch a targeted campaign to raise awareness about stress management resources, addressing widespread disinterest or unawareness, especially in the private sector. This initiative aims to promote employee well-being and job performance by encouraging the utilisation of available resources.
- **Organisational Support Enhancement:** Strengthen organizational support structures for managing occupational stress, tailored to sector-specific needs, to improve employee well-being and performance, as indicated by a correlation between support levels and job performance.

6.3 Job Autonomy and Employee Job Performance

- **Autonomy Guidelines:** Develop sector-specific guidelines to balance autonomy levels with job performance expectations. This approach aims to optimise performance outcomes by ensuring autonomy aligns with organisational goals and individual roles, addressing variations in autonomy's impact across sectors.
- **Collaboration Training:** Implement team collaboration training programs to enhance communication and collaboration skills, fostering a conducive environment for high job performance. By improving teamwork dynamics, organisations can mitigate autonomy-related challenges and encourage collaborative problem-solving, ultimately enhancing overall performance.



**EMERGING
PUBLIC
LEADERS**

G H A N A

No.1 Justice Sarkodee Addo Ave, East

 www.eplghana.org

   [epleadersgh](https://twitter.com/epleadersgh)

 [EPLGhana](https://www.linkedin.com/company/EPLGhana)