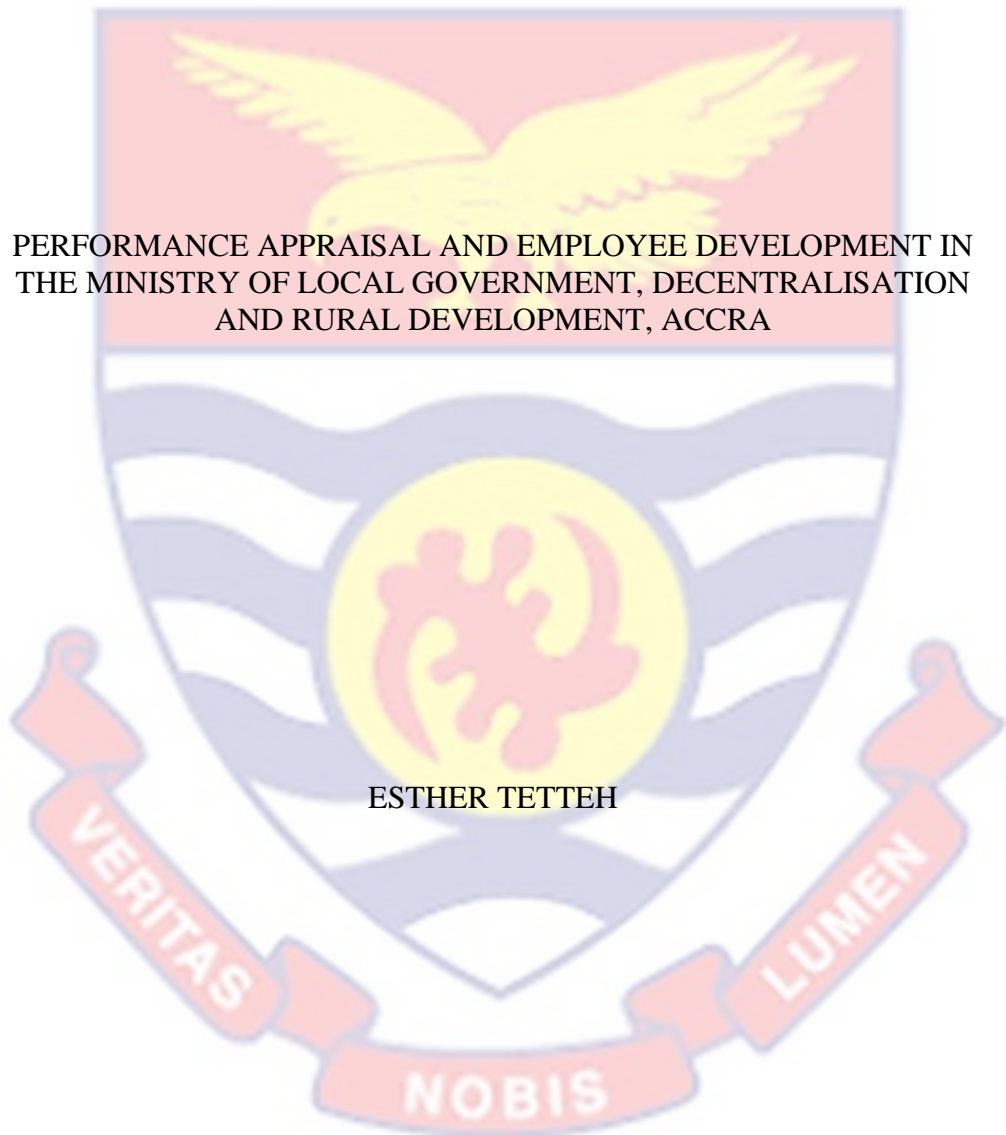


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PERFORMANCE APPRAISAL AND EMPLOYEE DEVELOPMENT IN
THE MINISTRY OF LOCAL GOVERNMENT, DECENTRALISATION
AND RURAL DEVELOPMENT, ACCRA

BY
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Dissertation submitted to the Department of Human Resource Management of
the School of Business, College of Humanities and Legal Studies, University
of Cape Coast, in partial fulfillment of the requirements for the award of
Master of Business Administration degree in Human Resource Management

MAY 2022

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my original research and that no part of it has been presented for another master's degree in this University or elsewhere.

Candidate's Signature..... Date.....

Name: ESTHER TETTEH

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation was supervised following the guidelines for supervision of thesis laid down by the University of Cape Coast.

Supervisor's signature..... Date.....

Name: PROF. NANA YAW OPPONG

ABSTRACT

The study examined the influence of performance appraisal on employee development at the Ministry of Local Government, Decentralisation and Rural Development. The study adopted the causal research design. Structured questionnaires were sent via Google form link to the participants. 130 participants were issued with the questionnaire but 121 returned their completed questionnaires, thus providing a 93.08% response rate. Descriptive statistics and inferential statistical techniques were employed for the primary data analysis. It was found that workers at the Ministry perceive performance appraisal as being moderately effective. It was also uncovered that there is a moderate linear association between execution evaluation and worker development. It also emerged that performance appraisal accounts for a statistically significant weak improvement in employee advancement. In light of the discoveries, it is suggested that the Ministry of Local Government, Decentralization and Rural Development ought to proceed with the execution of execution evaluation as with regards to this observational review if the essence of such intervention is to improve employee development.

KEYWORDS

Performance Appraisal

Employee Development

Ministry of Local Government, Decentralisation and Rural Development



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DEDICATION

To my beloved children

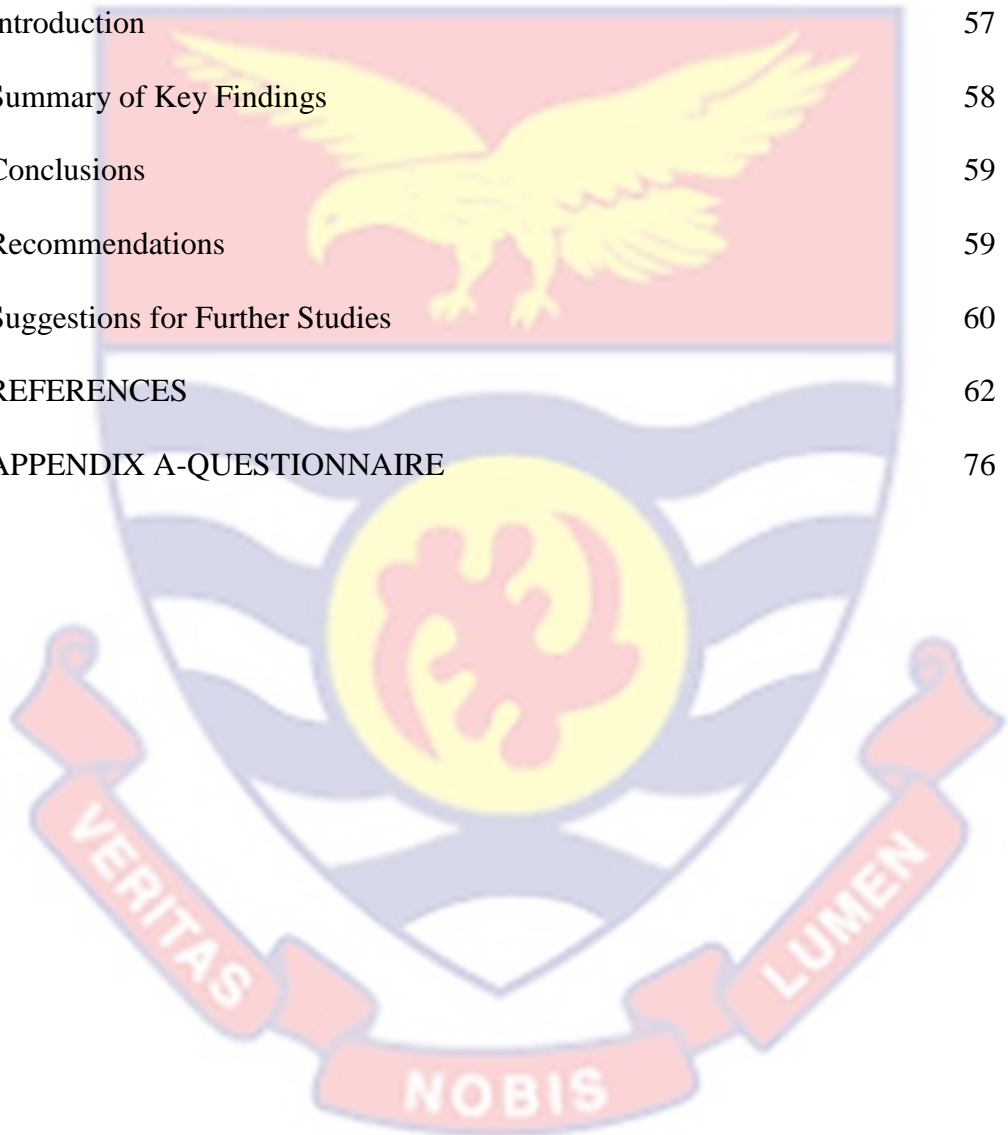


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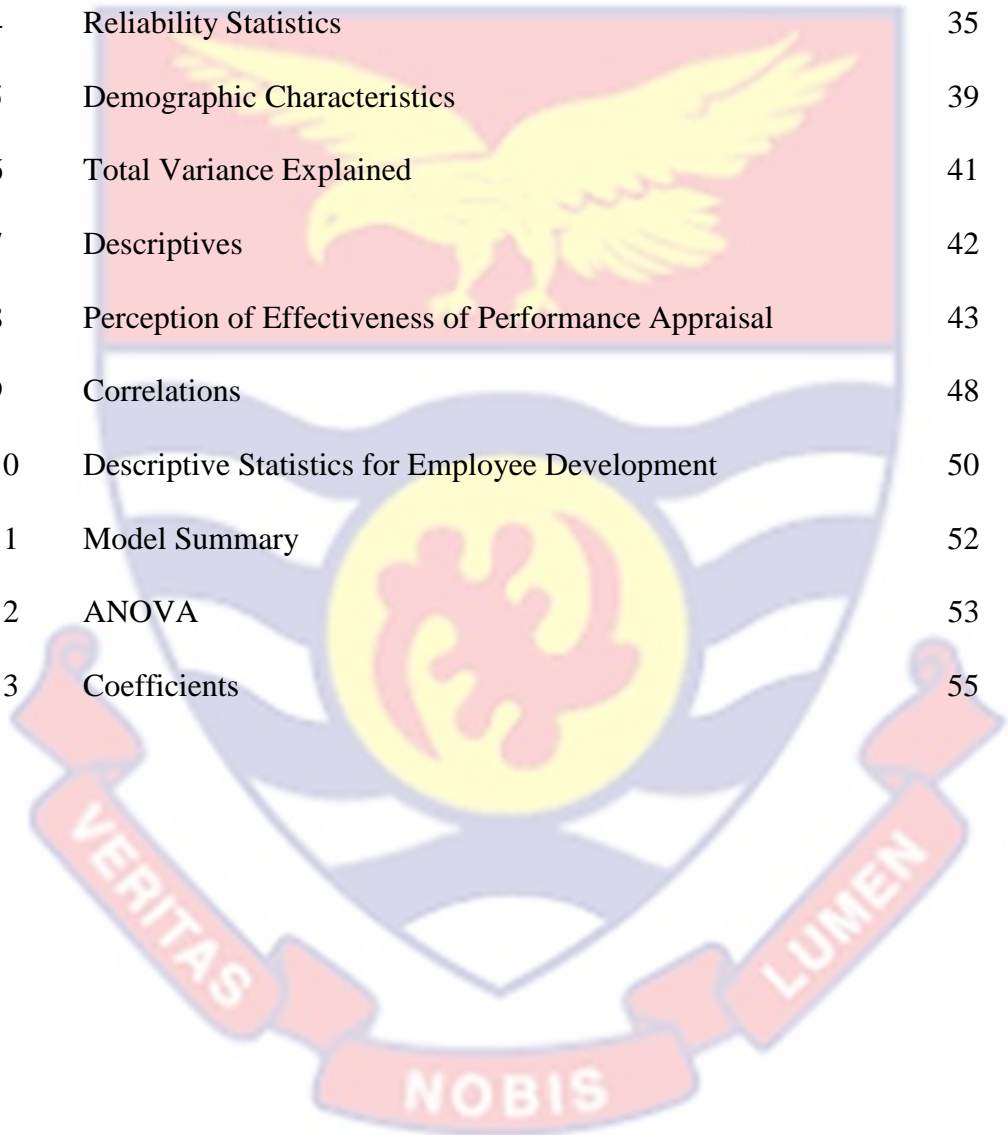
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LIST OF ACRONYMS

MLGDRD – Ministry of Local Government, Decentralisation and Rural
Development

MMDAs - Metropolitan, Municipal and District Assemblies



CHAPTER ONE

INTRODUCTION

Performance appraisal provides management with information that is relied on to manage employees in order to improve employee development, hence enhancing employee productivity and performance. This comes about because organisations want to learn from their weaknesses in order to come up with strategies that would improve their effectiveness and efficiency. Performance appraisals are conducted in public institutions in Ghana comprising the Local Government Ministry, Decentralisation and Development (MLGDRD) but there is no empirical study to examine how such human resource function improves the state of employee development. This research therefore seeks to inspect the impact of execution appraisal on employee development in the MLGDRD, Accra, Ghana.

Background to the Study

For several decades, the state of public service efficiency in general, and local government in particular, has been a matter of concern for politicians, scholars and public management professionals (Vargas-Hernandez, 2020). This concern is reinforced by constant demand on MLGDRD to provide employees with performance appraisal; a situation that leads to enhanced employee development (Ammons & Roenigk, 2015). An important way of improving the state of public service efficiency is through improving the performance of employees at the MLGDRD by satisfying their development needs especially through performance appraisal.

Every organization's progress, whether private or public, ultimately relies upon the accessibility and proficiency of very much spurred human

capital (Cerqueti, et al., 2020). In this respect, key organizers and HR specialists need to create joint activities to come out with productive and innovative plans and frameworks in an attempt to develop the potential of human resources to fulfill those needs. Research has shown that companies that implement intensive and cohesive processes and structures for human resources are those that are efficient (Reese & Sidani, 2018).

A typical human resource function that is linked to organisational success in terms of competitiveness, is the concept of performance appraisal (Kundu & Lata, 2017). Performance appraisal becomes necessary because when implemented, helps in predicting the success of other areas in the field of human resource management (Adresi & Darun, 2017). An essential way of ensuring employee development is through the implementation of effective performance management process and particularly, performance evaluation. Conventions of performance management are that, this training empowers workers to foster their ability and and properly contribute to the success of the organization (Yaghi & Bates, 2020).

It thus shows performance appraisals are means to informing employee development-oriented HR programmes and policies embedded in performance management system (Rao, et al., 2020; Brutus & Baronian, 2020; Selden & Sowa, 2011). Employee development is one of human resource management's most significant tasks. Employee development consists of the employee's cumulative growth that enables the company to succeed as a result of improved employee performance (Adu-Twum, 2020; Jehanzeb & Mohanty, 2018).

Worker development therefore is the incorporated set of arranged hierarchical projects, gave throughout some undefined time frame, that ensures individual employees that the needed competences necessary for them to perform to their full potential for the fulfillment of organisational objectives (Jacobs & Washington, 2003). Employees would be more pleased with the work if they would be more developed, more dedicated to the job and the efficiency of the organization would be enhanced.

A rise in employee development contributes to a direct increase in the productivity of the company (Samwel, 2018). Employee development programs for workers are very essential. Employee development means that the company cares for its workers and encourages them to evolve as the operations are carried out (Amato & Tosca, 2020). Workers are interested in development programs at all levels, whether they are higher, medium or lower-level employees (Jehanzeb & Mohanty, 2018).

Performance examination is a precise administration technique for assessing the consistency of the presentation of an individual in an organization (Thuy & Trinh, 2020). In order to appreciate the contributions rendered by top performers, successful performance evaluation is done. This encourages managers to recognize the outstanding staff so that managers can compensate them and maintain them and encourage loyalty (Bienwi-Patrick, et al., 2020). Managers set targets that are more difficult for those workers with competence, depending on performance evaluation outcomes. In addition, performance appraisal also allows managers to self-assess whether or not they are able to achieve optimal efficiency with the priorities of their department.

Performance appraisal as one of the human asset practices strengthens employee behaviors, develops their capabilities and induces them to comply with organizational objectives (Hur & Perry, 2020). The goal setting theory proponents specify objectives overly affect worker conduct and execution in associations (Locke & Gary, 2019). Goal setting is widely accepted by managers as a method for creating representative limit and keep up with performance (Lunenburg, 2011).

It is important for any company to provide performance appraisal for workers, as they enable companies to ensure that employees work hard to help accomplish the mission and goals of the organization (Hur et al., 2020). In addition, performance appraisal systems provide organizations with a complete and proficient administration interaction to assess the presentation results of associations and recognize holes for representatives and foster structures to address those holes by creating employee capacity.

As described by the expectation principle of the Vroom theory, supplying workers with the required organizational resources based on results of performance appraisal often plays a crucial role in optimizing their development process within the company, positing that employees getting the necessary support to get their job done affect their actions and hence their efficiency. Hussain (2020) stressed that the performance assessment system and providing employees with the necessary support to perform their tasks is an important way to improve employee development.

The study is also anchored on the reinforcement theory (Skinner, 1973). The theory of reinforcement emphasizes regulatory intercessions from past the individual, especially encouraging feedback that is utilized to increase

efficiency and, in turn, strengthen individual ability. Such reinforcements may include financial incentives, non-financial interventions such as feedback on performance, improvement of ability, social incentives like recognition and appreciation, or a combination of both of these sorts of fortifications. Meta-logical investigations show that such conduct change systems affected the presentation of tasks, both in the production and service industries (Stajkovic & Luthans, 2001).

Furthermore, it is recognized that some empirical studies have underscored the significance of usage of the reinforcement theory to managing employee incentive schemes (Hockenbury & Hockenbury, 2010), handling unwanted employee working behaviour otherwise counterproductive behaviour at work, (Agashi, 2017), enhancing desirable work behaviour (Ismail, 2017) and for shaping behaviorism at the workplace. In relation to this empirical study, encouragement by local authority managers after the performance appraisal can impact employee development and thus their performance.

Statement of the Problem

Performance appraisals in public institutions in Ghana seem to be challenged with mirage of limitations including the absence of clearly defined, articulate and enforceable implementation framework (Donkor & Zhou, 2020; Sosu, 2016; Rhodes, et al., 2012). Besides, Kaupa and Atiku (2020) also bemoaned the fact that little knowledge is known about the actual mechanisms that positively influences the success of performance management systems including performance appraisals. Others (Donkor & Zhou, 2020; Adu, Okpattah & Djokoto, 2016) contend there is no formal discussions during

performance appraisals between appraisees and appraisers in public institutions in Ghana aside the failure to provide appraisal feedbacks.

Abane and Brenya (2021) discovered that there is little participation in performance management policy among workers in local governance in Ghana since the adoption of the performance management policy in 2012 among Metropolitan, Municipal and District Assemblies (MMDAs) in Ghana. Some studies (Agbevade, 2020; Moynihan & Pandey, 2010) also proved that although agencies of local government in Ghana have received some political support and stakeholder involvement in their performance management practices, however, such interventions were deemed not to have any relevant positive impact on performance effectiveness of workers in the local government sector.

The nature of policy implementation at the local government level is complex owing partly to the political activity within the implementation process (Agbevade, 2020) especially performance management policies (Ahenkan, Tenakwah & Bawole, 2018). With diverse stakeholders negotiating for their respective share of the national cake, employees at the MLGDRD in Ghana are often neglected in terms of their developmental needs (Agbevade, 2020). The inability of public sector organizations in Ghana to develop the capacity of their workforce has over the years triggered long lasting industrial actions including strikes and threatened strike actions, usually because the fight for pay increment or better working conditions (Mickson & Anlesinya, 2019).

Adu, (2016) also discovered that performance appraisals have little effect on promoting development of appraisees. Besides, performance

appraisals in local government institutions are not effective during implementation (Ahenkan, et al., 2018). Also, local government institutions in Ghana encounter challenges in effectively embedding and aligning their performance appraisals to enhance the performance and responsibilities of their workforce (Ahenkan, et al., 2018).

Lack of public confidence in local government has propelled massive policy drive of government of Ghana to implementing performance appraisal effectively to improve the development of public staff to promoting efficiency and effectiveness in the discharge of public service (Agbevade, 2020). Yet, employees still complain about the state of ineffectiveness of performance appraisals particularly at the MLGDRD (Kaye-Essien, 2020) on accounts that such appraisals do not help in the formulation of programs and interventions that can improve employee development (Akrofi & Akanbang, 2021, Ofei-Aboagye, 2000).

Additionally, Seniwoliba, (2014) found that performance appraisals in local government assemblies do not meet the developmental needs of employees of the sector because major components of performance appraisals including target setting, execution survey, preparing and compensates were for all intents and purposes disregarded. The hallucination of variety of human asset limit difficulties in the nearby taxpayer driven organization in Ghana makes it basic to analyze the impression of workers regarding the condition of viability of human asset the management practices at the said institution (Adu-Twum, 2020). It is against these backgrounds that this study was carried out to examine how performance appraisal at the MLGDRD affect the

development of its staff, given the state of effectiveness of implementation of performance appraisals in the Ministry.

Purpose of the Study

The research sought to examine the impact of performance appraisal on employee development at the MLGDRD, Ghana. The following specific research objectives were however formulated and tested.

1. To examine the employees' perception of the effectiveness of performance appraisal.
2. To analyze the connection between execution examination and worker development.
3. To assess the influence of performance appraisal on employee development.

Research Questions

In obtaining solutions to the formulated objectives, the following specific research questions were asked accordingly.

1. What is the perception of employees regarding the effectiveness of performance appraisal?
2. What is the relationship between performance appraisal and employee development?
3. What is the effect of performance appraisal on employee development?

Significance of the Study

The outcome of the study can be of useful benefit to several and diverse stakeholders in many different ways. To start with, management of the MLGDRD may rely on the findings to come up with strategies and programmes that can be implemented to enhance the state of effectiveness of

performance appraisals so as to improve the state of employee development at the said Ministry. Employees at the Ministry would also rely on the findings to modify their work behaviour in order to improve their productivity at the work place.

HR practitioners can use this study to come up with performance appraisal policies and regulations that would eventually lead to employee development in the Ministry based on the performance of the indicators that would be modelled in the context of the study. Employee development-oriented performance appraisal programmes can as well be fashioned out in light of the discoveries of this review because the study would provide insights into the aspects of employee development that is strongly and significantly influenced by performance appraisal at MLGDRD in Ghana. This information could thus be capitalized on to come up with such programmes.

Academicians and researchers alike can rely on this study as a wellspring of writing with respect to the effect of execution examination on employee development. Gaps that would be identified in this study could further be exploited by others to further the development of the knowledge on the relation between performance appraisal and worker development programmes. Theoretically, the study would provide empirical evidence regarding the position of the theories underpinning the nature of relationship existing between performance appraisal and employee development in a developing country context, in a public organization like MLGDRD

Delimitation

The review was done to analyze the impact of performance appraisal on worker development at MLGDRD, Ghana. The population included 135

permanent employees at the ministry in Accra metropolis in the Greater Accra Metropolis. A hundred and thirty [130] minimum sample size was considered in the study owing to the formula proposed by Pallant, (2005).

Limitations of the Study

Since simple multiple regression was utilised to examine the holistic influence of performance evaluation on worker development, individual contributions of the items measuring both performance appraisal and employee developments were not seen. Also, the study is purely quantitative hence qualitative dimension in terms of detailed individual accounts on the performance appraisal-employee development is ignored. The study targeted permanent employees at the Ministry and therefore, the findings cannot be generalized to cover all public sector organizations in Ghana.

Organization of the Study

The research is divided into five main chapters. Chapter One deals with the introduction aspect of the study. Chapter Two also handled the literature review component of the study. The section was divided into four main sections and these included theoretical review, conceptual review, empirical review and conceptual framework. Chapter Three was dedicated to the research methods section of the study. Chapter Four provided information concerning results and discussion. The last chapter, which is the Chapter Five handled the summary, conclusion and recommendation aspects of the study.

CHAPTER TWO

LITERATURE REVIEW

Introduction

Chapter one provided information regarding the introductory aspect of this empirical study. This chapter is concerned with providing information in respect of literature review. The chapter is sub-divided into four main sub-sections including theoretical review, conceptual review, empirical review and conceptual framework.

Theoretical Review

The study is underpinned by two main theories given the nature of interplay between performance appraisals and employee development. These theories supplement each other. The expectancy theory justifies why workers model their behaviour in the face of performance appraisal to improve their performance whilst the reinforcement theory explains how performance appraisals improve employee development directly especially when the results of the performance appraisals are used to design appropriate HR intervention programmes to address skill, knowledge and competence gaps.

Expectancy Theory

The study is underpinned by the expectancy theory. The expectancy theory was developed by Vroom (1964). The expectancy theory is underlined by three interactive forces including valance, instrumentality and expectancy in order induce employee motivation. The theory posits when employees perceived that they can improve performance by expanding efforts, they become motivated and are able to achieve set targets. The individual employee

must also believe his or her efforts would result to some outcomes that are desirable in nature.

The theory thus underscores the proposition that employees' motivation is a result of to what lengths the workers will go for their prizes [Valence], the appraisal of the probability that their endeavors would prompt expected execution [Expectancy] and the conviction that the exhibition would prompt reward [Instrumentality] (Lambright, 2010). The theory is criticized as being too simplistic in nature (Darabant & Narayanan, 2021). Despite this criticism, the expectancy theory is applied in the context of empirical studies in areas of performance appraisal, firm productivity and employee performance (Muriuki & Wanyoike, 2021), worker compensation and reasonable upper hand for HR instruction (Kang & Lee, 2021), employee development (Zacher & Frioidevaux, 2021) and employee motivation studies (Chopra, 2018; Mathibe, 2008).

The perception about performance appraisal's effectiveness at improving employee performance and development would thus trigger employees to expend their efforts to produce desirable individual and organizational outcomes. Therefore, expectation of employees regarding management's efforts to providing them with appropriate HR interventions such as performance appraisal results in order to improve their development would induce and motivate employees to expend more efforts at work to ensure their professional career development. It is therefore expected that in situations where managers at the MLGDRD fail to effectively implement performance appraisal, employee development may be affected negatively

because employees would reduce the efforts, hence leading to lower employee performance and subsequent underdevelopment of workers at the MLGGRD.

Reinforcement Theory

The reinforcement theory is a typical type of behaviorism or operant conditioning (Banaji, 2011). The reinforcement theory is the process of shaping behavior at work by controlling the consequences of such behaviors (Skinner, 1969). Therefore, behavior is strongly influenced by consequences of behavior exhibited. Behaviors that are positively reinforced have higher probability of reoccurring because such behaviors are positively rewarded given the applied reward-desirable behavior relationship. Negative reinforcement is characterized by removal of noxious or undesirable reward associated with undesirable employee behavior.

Skinner (1969) advises the need to model organizations' environmental factors to enforce the exhibition of appropriate desirable organizational behavior. The theory is based on the "law of effect". The reinforcement theory explains how individuals learn behaviour at work. The theory exposes the weakness in work behavior and gives the room for appropriate intervention to be taken to empower desirable workplace behaviour.

Therefore, it is envisaged that in situations where there are gaps in employees' competence given the performance appraisal results, appropriate organizational interventions are triggered which eventually improves employees' competence and thereby translating such gains in employee development from the perspective of positive reinforcement theory. From the perspective of negative reinforcement theory, all organizational actions,

interventions and behaviors limiting the development of employees are stopped if the results of performance appraisals say so.

Conceptual Review

This segment gives data about the critical ideas that were considered in the context of this empirical study. It provides detailed explanation of the concepts given their definitions, types, forms and contextual applications.

Performance Appraisal

Employee performance is crucial in meeting corporate objectives in any business enterprise. Accordingly, performance examination is fundamental to the success of every company (Gichuhi, et al., 2013). One of the most fundamental strategies for making workers more useful and dynamic at work is performance appraisal (Yong et al., 2020; Torlak & Kuzey, 2019; Education Insight Document, 2017). The role of performance evaluation has changed from that of a tool for testing workers to that of a tool for reinforcing desired actions and competent performance. In a complex and well-managed enterprise, performance analysis is the single most effective tool for mobilizing workers to meet competitive targets (Singh et al, 2010).

Performance appraisal is concerned with ensuring the development of employees and the organization as a whole. Performance standards act as the establishment for surveying laborers' presentation and commitments to the association's objectives. It is comprised of the arranged results from laborers. Execution rules ought to be reliable with targets, relevant to individual positions, explicit and discernible, under the oversight of staff, and perceived and concurred by members (Dattner, 2010). Its important organizations provide staff with direct, performance-based appraisals (Zekeri et al., 2019).

Giving workers feedback is normally acknowledged as a basic practice that can move and advance self-improvement, which can be helpful to the entire organization (Shoaib and Baruch, 2019). Members in appraisal are bound to excuse ideas assuming they accept the plan is inconsistent, the criticism is deluding, or the references are staggering, as per Staronova (2017). Assuming that criticism is misdirecting or false, slanted because of partiality or belief system, it is the most un-accommodating. Execution examinations are frequently attached to rewards like compensations and advancements for high-performing representatives, as well as work cuts for low-performing workers (Attipoe, et al., 2021)

Performance appraisal helps to explain the job expectations of workers, improve employee growth, relate compensation to performance, and evaluate workforce growth (Anand & Biswas, 2017). After a performance appraisal, workers become mindful of the organization's goals which aid them in enhancing their performance (Whiten & Van de Waal, 2018). This is stressed even further by Lee (2020) who realized that the primary purpose of performance appraisal is to offer frequent and structured guidance to particular workers. Management also utilises performance assessment to continue to monitor employee actions and outcomes.

The point of faculty examination, as indicated by Tus (2020) is to improve generally arranging and administration quality while additionally giving direction to individual officials. Thus, execution evaluation offers understanding to help supervisors in overseeing laborers in a way that improves representative execution (Denisi and Robert, 2006). Most execution examination programs are intended to further develop representative assurance

and efficiency. A few longitudinal exploration on the viability of execution evaluation have been led. Najeeb (2011) researched execution evaluation in Habib Bank Limited and reached the decision that a clear examination system is fundamental for an association, and the examination results essentially affect a representative's presentation.

Workers assumptions for performance examination results were analyzed by Saeed and Nosheen (2011), who laid out reasons that might block the powerful execution of execution evaluation. Straightforward irregular examining was utilized to gather an example of 120 specialists at the administration level from a plastic furniture fabricating organization in the Punjab region of Pakistan. The outcomes show that specialists are aware of the significance of execution examinations, yet they miss the mark on abilities important to complete them actually nonetheless, the respondents had significant contrasts in their perspectives on the achievement evaluation's results. Giving specialists direct, execution examination input is one of the most basic features of appraisal (Zekeri, 2019). Ali, Mahmood and Mehreen, (2019) further found that presentation examination is a huge positive middle person in the connection between progression arranging and worker performance.

The Performance Appraisal Process

Usually, performance appraisal is seen as a process in which specific activities are done at each stage requiring specific behavioral tendencies. Performance appraisal, no matter what form it takes, exhibits certain characteristics that are preferable in terms of enhancing its effectiveness. These include continuous open communication, due process, conduct of

performance review, standardization, performance expectations, trained appraisers and job-related criteria. The recognized performance appraisal process is composed of five major steps. Performance appraisal begins with identification of specific performance appraisal goals (Dandalt & Brutus, 2020).

The essence is to identify well-defined goals that are important to the organization. Such goals should be achievable given the organizational capability and resource availability. Performance appraisal is likely to fail if too much is expected from such organizational intervention. The next step is to establish performance criteria and communicate same to all employees. This step makes it necessary for employees to know in advance key area of need that must be worked on to merit favorable scores in the performance appraisal.

Communicating to the employees, the criteria for performance appraisal in a coherent and clear terms on timely create sense of urgency for the performance appraisal among employee, hence providing the emotional support for compliance (Kivipõld, et al., 2020). Notable criteria for performance appraisals include traits, behaviors and competencies. The essence of setting the criteria is to help the management to guarantee that the goals for the performance appraisal are achieved.

The next important step is the examination of work performed (Selden & Sowa, 2011). Usually, responsibility for appraisal is carried out by one's immediate supervisor, subordinates, peers and team members, customer appraisal as well as self-appraisal (Prinsloo, 2021). Adequate period for performance appraisal is of essence in this context (Baird, et al., 2020). In

most instances, appraisal period is determined by employee's hire date. This is usually enshrined in the probationary period of new hires. Some organizations undertake it semi-annually and, in most instances, annually (Outila & Fey, 2021).

Others see performance interaction as a continuous process when engaging in continuous monitoring of employee performance (D'Amato & Banfi, 2021; Widiani & Dudija, 2020). This is done to ascertain the actual work done as prescribed by the job description of all employees concerned. Once this is done, then performance of the workers is then appraised (Widiani & Dudija, 2020). Among the methods for performance appraisal are 360-degree input assessment technique, rating scale strategy, basic episode strategy, paper strategy, work guidelines techniques, positioning technique, constrained appropriation strategy, typically secured rating scale technique and results-based framework (Kamaluddeen, 2020).

The application of any of these appraisal methods is anchored on the situations surrounding the work-system. Different and more than one method is usually applied to appraise employees at the work context. The last phase of the performance appraisal process is about the discussion of appraisal with employees (Wahyuni & Irawan, 2020). This step is critical as it serves a feedback loop between the appraiser and the appraisees. At appraisal meetings, employees are made to know how well they have done in terms of meeting performance appraisal standards that were communicated to them earlier. Such meetings make it possible for the determination of deficiencies and the development of plans to correct the identified problems. Again, goals

for next evaluation period are set and the cycle repeat itself (Baird, et al., 2020).

Employee Development

Employee development is a mean to facilitating individual and organisational goal attainment (Ali, Mahmood & Mehreen, 2019). Employee development is conceptualized in the light of career development in the context of work. It captures the extent to which people feel proud about their work, satisfaction with work and comfort with their jobs (Ali, Mahmood & Mehreen, 2019). Employee development is an individual-focused corporate strategy which essentially leads to improved individual and corporate performance through the provision of training opportunities (Holbeche, 2009). Special emphasis on career training programmes that fashioned out through the gaps identified from performance appraisal results in the work context (Ismail & Rishani, 2018).

Employee development spans across one or more developmental processes that is managed by both employee and organisation alike (Gupta & Priyadarshi, 2020). Developing employees helps in improving employee productivity through creativity. It is also a means to sustaining employee interest to working for an employer by committing corporate resources to developing employees through appropriate learning modes (Rothwell, 2010). Employee development is embedded in work-based self-concept (Kock, 2020).

Thus, employee development considerations in the work context are aligned with how organizations benefit from investing in improving employee competency at job areas where employees are lacking the needed knowledge,

skills and ability (Bocciardi, Caputo, Fregonese, Langher & Sartori, 2017). Employee development is thus akin to adjusting and adapting individual's career-oriented circumstances to meeting both individual and organisational desired objectives (Bocciardi, et al., 2017). Technically, this conceptualization of employee development constitutes career adaptability (Savickas, 2002), with sub-constructs such as concern, control, curiosity and confidence (Bocciardi, et al., 2017).

Empirical Review

Performance Appraisal and Employee development

Ali, Mahmood and Mehreen (2019) empirically examined the mediating roles of performance evaluation and worker advancement in the prescient connection between succession planning and employee performance in the banking industry of Pakistan. Some 500 employees were given the questionnaires. However, a response rate of 47.8% was obtained at the end of the data collection exercise. The items that measured the constructs under investigation were adapted from an already empirically validated source. Data processing was carried out with the AMOS (Version 24) application.

Testing of the hypotheses was based on structural equation modelling. All fit indices were adequately met for the measurement model before the structural model was evaluated. It was discovered that succession planning significantly connected positively with worker performance. Succession planning significantly related positively with performance evaluation. Performance appraisal was also adjudged a relevant positive predictor of employee performance. Career development proved to be a substantial positive predictor of employee performance.

In 2019, Henkel and Endres empirically examined the mediated role of performance appraisal in the predictive association between pioneer part trade and worker boss relationship on one hand and vocation improvement among representatives in safeguard project worker organizations operating in the United States. The study relied on a cross-sectional research design which was supported by quantitative research approach in approaching the study. Questionnaire was utilized for the essential information assortment with strong usage of Likert scale type ratings for the measurement of the opinions of the participants. SMART PLS (Warp3 PLS) structural equation modeling was used to test the hypotheses.

The results showed that leader-member exchange significantly predicted some positive change in performance appraisal. Similarly, employee-supervisor relationship was a significant positive predictor of performance appraisal. Performance appraisal substantially mediated positively the relationship between leader-member exchange and career development. Similarly, performance appraisal mediated significantly and positively the predictive relationship between employee-supervisor relationship and career development.

Ismail and Rishani (2018) empirically examined the relationship among performance evaluation fulfillment, profession advancement and inventive way of behaving. The study was carried out in Lebanon. The study employed the snowballing sampling technique for the selection of the participants of the study that were surveyed. 128 participants from various companies were surveyed with questionnaire administration for the primary data. Data analysis was done with the SPSS application. SPSS process macro

was used for the configuration of the mediation model. Non-response bias was also measured and it was found that non-response posed no serious threat in the study.

The study relied on existing validated scales for the measurement of the various constructs considered in the study. A five-point Likert was utilised to measure the opinions of the respondents in respect of the pre-defined responses with the closed-ended questions asked in the questionnaire for the respective constructs. The correlation results proved significant linear relation between performance evaluation and career development. Performance evaluation significantly related positively with career development. Career development predicted a significant positive variance in employee creative behaviour.

Empirically, Nawaz and Pangil, (2016) examined how decency of execution examination and vocation development influence employee turnover. The study targeted workers in private universities in Pakistan. 18 private universities were targeted with an estimated 7912 population strength. Although 260 structured questionnaires were distributed among the target sample, 150 of the retrieved for the data analysis. SPSS application was utilised for analysing the formulated research objectives. The constructs were adapted from empirically validated sources.

Path analysis with the SEM was configured for the data analysis in respect of the formulated hypotheses. The reflective SEM results proved perception of fairness of performance appraisal significantly related negatively with turnover intention. Performance appraisal components such as promotion with speed and remuneration significantly related with career growth

negatively. Career goal progression and professional development negatively related with employee turnover in an insignificant manner.

Kuvaas (2006) analyzed the effect of execution evaluation fulfillment on representative results and controlled for the directing job of work inspiration among representatives of around 82 little neighborhood reserve funds banks in Norway. 593 members from 64 banks in the end partook in the review. Organized polls were controlled to obtain the primary data through web-based tool (QuestBack). A 5-point Likert scale rating the degree of agreement or disagreement to the items was used to gauge the assessments of the respondents to the items in the structured questionnaire.

The items that were used to measure the constructs were adapted from existing validated scales for such constructs. Exploratory principal component was carried out to assess the validity of the sub-scales used in the study. Hierarchical moderated regression was the statistical technique employed to test the formulated hypotheses. The results proved performance appraisal satisfaction had direct significant positive impact on affective commitment and turnover intentions. Performance appraisal significantly related with employee work performance.

Nurse (2005) examined the relationship among performance appraisal, employee development and organisational justice in Barbados. The research utilised a cross-sectional surveyed design to conducting the study. Primary data was collected with semi-structured questionnaire adopted from empirically validated sources. Data analysis was based on 660 cases from the employees that were surveyed. Factor analysis was carried out trial the validity of the items that measured the constructs they purported to be measuring.

There was a statistically significant difference in perception on performance appraisals between union members and non-union members, hence the conclusion that performance appraisals exist mostly in formal organizations. The study also proved that both union members and non-union members get regular feedback, undergo formal interview as well as obtain useful feedback. The study also proved performance appraisals help employees to improve their performance, alongside aiding them discussing issues freely in relation to their job performance.

Lessons from Empirical Review

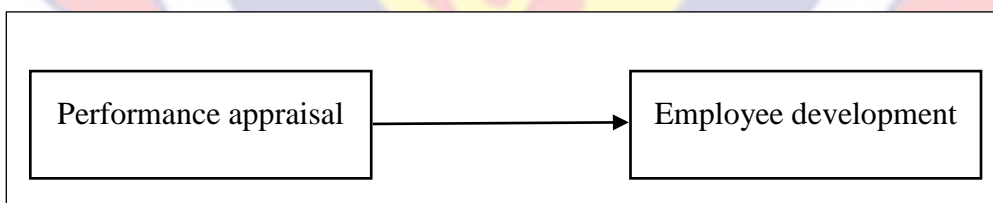
Contextually, the empirical review shows most studies on the performance appraisal and employee development were carried out outside the Ghanaian context (Ali, Mahmood & Mehreen, 2019; Henkel & Endres, 2019; Ismail & Rishani, 2018; Kuvaas, 2006) hence the conduct of this study to fill the geographical contextual gap. Only Ismail and Rishani (2018) empirically examined the direct predictive relation between performance evaluation and worker development, the remaining studies treated performance appraisal as a mediating construct (Ali, Mahmood & Mehreen, 2019; Henkel & Endres, 2019), hence the need to treat performance appraisal as an independent variable in the context of this study. The studies concentrated more on the banking industry (Ali, Mahmood & Mehreen, 2019; Kuvaas, 2006) therefore the conduct of this study in the MLGDRD in Ghana, a public sector organisation.

Relying on primary data seems appropriate because of the empirical nature of the work, given the cross-sectional nature of the data collection process. The usage of the primary data is supported by some empirical studies

(Ali, Mahmood & Mehreen, 2019; Henkel & Endres, 2019; Ismail & Rishani, 2018; Kuvaas, 2006). The adoption of a 5-point Likert scale for the measurement of the opinions of the respondents in the study is supported by similar method employed in these studies (Ali, Mahmood & Mehreen, 2019; Henkel & Endres, 2019; Ismail & Rishani, 2018; Nawaz & Pangil, 2016; Kuvaas, 2006). The usage of this method reflects the structured nature of the instrument used for the primary data collection.

The adoption of empirically validated scales for measuring the constructs is a step in the right direction as informed by the empirical studies (Ali, Mahmood & Mehreen, 2019; Henkel & Endres, 2019; Ismail & Rishani, 2018; Kuvaas, 2006). The research approach utilised in this research was quantitative approach because it conformed for the approach employed by the empirical studies (Ali, Mahmood & Mehreen, 2019; Henkel & Endres, 2019; Ismail & Rishani, 2018; Nawaz & Pangil, 2016; Kuvaas, 2006).

Conceptual Framework



Source: Author's Construct, (2021)

Figure 1: Conceptual Framework

The conceptual framework explaining the purported analytical relationship between the constructs is presented in Figure 1. The constructs are presented as composite factors because they do not have different dimensions given their operationalization in the context of this study. The independent variable in the context of this study is performance appraisal. This is because

the study is premised in the logic that satisfaction of employees regarding performance appraisals in their organisation has bearing on the state of employee development in the same organisation. Thus, it is expected that changes in performance appraisal would cause changes in employee development.

Hence the more employees are satisfied with performance appraisals at work, the more they become more developed and the less employees are dissatisfied with performance appraisals there more they are likely to be less developed. Employee development is therefore considered the dependent variable in the context of this study because it is affected directly by changes in performance appraisals at the workplace. The purported relationship between performance appraisal and employee development is thus conceptualized as being linear in nature.

Chapter Summary

The chapter provided information concerning the literature review. Theoretical review was carried out to explain why performance appraisal accounts for the state of employee development in organisational context. Conceptual review provided information in respect of the key constructs considered in the context of study. Empirical review considered some empirical studies that have observed the nature of relationship existing between performance appraisal and employee development from different country and industry context. Conceptual framework was formulated as well.

CHAPTER THREE

RESEARCH METHODS

Introduction

The preceding chapter provided information in respect of the literature reviewed under the context of this study. This section provides information relating to the methodological approaches, techniques and tools that were employed in carrying out this empirical study. Specially, issues relating to the design, data collection procedure and analysis were emphatically presented. Ethical consideration was equally observed and reported accordingly.

Research Approach

The study utilised the quantitative research approach. Quantitative research approach is concerned with gathering data and analysing the data in a structured manner and thus aiding the numerical representation of the findings (Goertzen, 2017; Bowers, 2017). The usage of the quantitative research approach was informed by the fact that the study statistically examined how changes in performance appraisals cause changes in employee development at the ministry of the local government with appropriate statistical application that uses numbers in testing formulated objective or hypotheses. Structured questionnaire was adopted for the gathering of the primary data that were relied for the analysis in order to obtain results for the formulated objectives.

Coding was done numerically in the SPSS application and this made it possible for the analysis of the research objectives with appropriate statistical techniques quantitatively (Park, Woo, Oh & Park, 2020). The usage of the quantitative research approach made data analysis easy and more objective in

nature compared with qualitative research approach (Goertzen, 2017). Quantitative research approach is however criticized of leading researchers to overlooking broader themes and relationships in data gathered (Savela, 2018).

Research Design

The research adopted the explanatory research design to conducting this empirical study (Ditsa, 2004). This choice was necessitated by the fact that the study sought to discover and report some connection between performance evaluation and worker development without the intervention of the researcher in the occurrence of the phenomena under consideration (Babbie, 2001). Thus, the overall reason for the usage of the explanatory research design was from the perspective of examining causal relation between performance appraisal and worker development at the MLGDRD, Accra, Ghana.

Study Unit

The study was conducted at the MLGDRD in the Accra Metropolis, the capital city of Ghana, West Africa. The Ministry was established through the Local Governance Act, 2016 (Act 936) for the motivation behind getting compelling organization and the executives of the decentralized nearby government framework in Ghana. The Ministry undertakes periodic performance appraisals for its workforce with the aid to improving employee performance through employee development (Adu-Twum, 2020) but there is no existing empirical study that has been carried out to examine how such appraisals are informing organisational learning to improving employee development in the Ministry.

Population

The target population included some 135 permanent employees at the MLGDRD. Clients and contract employees were excluded from the study because performance appraisals are not targeted at these categories of stakeholders in the Ministry of local government, Ghana. Besides, the Ministry of local government is responsible for developing the talents of its workforce and not of clients in order remain efficient in delivering its core mandate stipulated in the Local Governance Act, 2016 (Act 936).

Sampling Technique

A least sample size of 130 was determined for the study based on the formula proposed by Palant (2005) for studies that are predictive-oriented such as multiple regression. The formula is given as follows: $\text{Sample size} > 50 + 8$ (Number of independent variables [8]). Once the appropriate representative sample size was determined, it became necessary to determine how the elements were selected to participate in the study. Simple random sampling technique was adopted for the selection of the respondents. In order to ensure equal chance of selection for all the elements in the random numbers were generated for the list of elements contained in the sampling framework.

Elements whose number corresponded with the generated random numbers from the computer application were selected and contacted for the filling of the structured questionnaire (Majid, 2018). The usage of simple random sampling technique made is possible to avoid the influence of the researcher concerning who participates in the study under order to avoid possibility of bias. Besides, probability sampling is a key assumption that

warrants the usage of multiple regression technique (Han, Zhao, Zhai, Wang & Wang, 2020).

Instrument

The study relied on structured questionnaire to gather the primary data that were used for analysis in lieu of the specific research objectives considered in the context of the study. With structured questioning, proposed responses were given in respect of the variables that were measured and respondents were made to select the options that reflected their situation given the context of the study. The items measuring the key constructs were measured on a 5-point Likert scale. Empirically validated scales were adapted for the measuring the constructs. The items measuring performance appraisal were adapted from these empirical sources (Cheng, 2014; Kuvaas, 2006). Similarly, items measuring employee development were adapted from these empirically validated sources (Hirschi, et al., 2018).

Test of Validity-Confirmatory Factor Analysis

A confirmatory factor analysis via principal component factor analysis was conducted to measure the validity of the scales employed for the measurement of performance appraisal and employee development in the context of the study. Before the conduct of the principal component factor analysis, certain observations were made to improve the state of the validity of the scales employed in the context of the study. The scales were adapted from empirically validated sources with strong recognition of contextual appropriateness and application. Such sources are dully acknowledged at the reference section of this report based on the in-text citations made in the main text.

The scales were also subjected to rigorous scrutiny by subject experts including peer review and supervisor review and subsequent approval. The results are presented in the following section but before that, there is the need to examine the cardinal assumption underlying the scope and usage of principal component factor analysis which is pre-requisite under the given scenario. This is about the KMO measure of sampling adequacy and Bartlett's Test of sphericity.

Table 1: KMO and Bartlett's Test

		Performance appraisal	Employee development
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.643	0.628
Bartlett's Test of Sphericity	Approx. Chi-Square	1801.846	1741.534
	Df	253	190
	Sig.	0.000	0.000

Source: Field survey, (2021)

The KMO and Bartlett's test results collectively prove the principal component factor analysis results is good and reliable for analysis and usage in the context of this study because in all instances, the KMO scores are mediocre (Thus in the 0.60s) and their Bartlett's test of sphericity are statistically significant ($p < 0.05$) as prescribed in literature (Harris, 1962).

Validity: Performance Appraisal

Table 2: Component Matrix

	Component 1
PA1	0.810
PA2	0.598
PA3	0.567
PA4	0.658
PA5	0.736
PA6	0.611
PA7	0.495
PA8	0.654
PA9	0.733
PA10	0.479
PA11	0.705
PA12	0.426
PA13	0.766
PA14	0.644
PA15	0.623
PA16	0.766
PA17	0.779
PA18	0.581
PA19	0.341
PA20	0.527
PA21	0.631
PA22	0.665
PA23	0.519

Source: Field survey, (2021)

The principal component factor analysis results in respect of the performance appraisal scale prove all the items are actually perfectly measuring the performance appraisal concept as conceptualized and measured in this study because in all instances, component scores of >0.3 are recorded

by all the items (Pallant, 2005). Therefore, all the indicators are adjudged preferred candidates for further analysis in this study especially for the test of reliability, data transformation and actual analysis of the research objectives.

Validity: Employee Development

Table 3: Component Matrix

	Component 1
ED1	0.613
ED2	0.713
ED3	0.670
ED4	0.879
ED5	0.733
ED6	0.498
ED7	0.488
ED8	0.618
ED9	0.685
ED10	0.880
ED11	0.781
ED12	0.579
ED13	0.602
ED14	0.453
ED15	0.675
ED16	0.798
ED17	0.449
ED18	0.264
ED19	0.399
ED20	0.556

KEY: ED18: I believe that I can successfully manage career-related

challenges

Source: Field survey, (2021)

The principal component factor analysis results in respect of the performance appraisal scale prove almost all the items are actually perfectly measuring the employee development concept as conceptualized and measured in this study because in almost all instances, component scores of >0.3 are recorded by all the items (Pallant, 2005). Only one item (ED18: *I believe that I can successfully manage career-related challenges*) fails to meet the acceptable minimum threshold of 0.3. This particular item is thus eliminated and therefore cannot be utilized in subsequent analysis. Therefore, all the remaining indicators are adjudged preferred candidates for further analysis in this study especially for the test of reliability, data transformation and actual analysis of the research objectives.

Reliability Statistics

Once the validities of the scales are evaluated and approved to be highly reliable, it become necessary to also examine how reliable the data collected in respect of the scales is in measuring the constructs as well as testing the formulated research objectives. This was measured with the internal consistency approach via the Cronbach's Alpha criteria. At a minimum, a Cronbach's Alpha of <0.7 is deemed reliable for a construct. The usage of the internal consistency is partly influenced by its popularity in social science studies as well as the cross-sectional orientation of the data collection in the context of the study.

Table 4: Reliability Statistics

Construct	Cronbach's Alpha	N of Items
Performance appraisal	0.924	23
Employee development	0.910	19

Source: Field survey, (2021)

The results of the reliability test (Table 4) prove the primary data collected in respect of the constructs are highly reliable for analysis as warranted by the nature of the specific research objectives. This is because the Cronbach's Alpha scores for all the constructs are >0.7 minimum threshold (Pallant, 2005), thereby enhancing the believability of the results of this empirical study. With this, data transformation was carried out to obtain the composite variables that were used for the configuration of the simple regression model.

Data Collection Procedure

Formal letter and ethical clearance form were submitted to the management of the ministry. Upon receiving these documents, permission was granted for the data to be collected from the pre-defined respondents working at that outfit. The questionnaires were then sent to the participants via Google form link. In all 130 questionnaires were issued to the respondents via google form link. 121 questionnaires were retrieved hence a response rate of 93.08% was recorded to that effect. In all, it took a month (1st October-31st October, 2021) for the completion of the data collection exercise.

Data Analysis and Processing

According to Anagnostou, et al., (2015) data processing refers to the series of actions performance or steps followed on data to verifying, organizing, transforming, integrating and extracting data in an appropriate output form for subsequent usage. Once data have been collected, it became necessary to process and analyze them. The retrieved questionnaires provided the based for developing the data file that was relied on to analyzing the specific research objectives. Coding and data entry were carried out in the statistical package for social sciences.

With the complete file ready for usage, it became necessary to select appropriate statistical techniques for the analysis of the specific research objectives. Research objective one was measured with descriptive statistics (Mean and standard deviation). This approach has been recognized for such analysis in some empirical studies (Abu-Bader, 2021; Sieseng, Tuntinakhongul & Tungkunan, 2021). Objective two was measure with inferential statistics of Pearson product-moment correlation whilst objective three was measured with simple regression which is an inferential statistical technique.

Assumptions underlying the inferential statistics employed for objective two and three were tested appropriately with the techniques in the SPSS application. The usage of the techniques for data analysis were informed by some previous empirical studies (Ghosh & Mondal, 2009; Renault, Agumba & Ansary, 2021). The findings were summarized in Tables and Figures for easy reading and understanding.

Ethical Consideration

Certain ethical considerations were relied on since the study strongly involved people whose rights need to be respected at all times (Fleming & Zegwaard, 2018). Ethical consideration, according to Miron (1968) refers to the various values and principles that are followed while conducting human affairs. Formal ethical clearance form was obtained from the Institutional Review Board at the University of Cape Coast which examined thoroughly to ensure there are no violation of privacy, legality and ethical stance in the study and the instrument for the primary data collection. Formal permission for the collection of the primary data at the said institution was sought and subsequently approved.

The design of the instrument was such that it was clear and coherent which essentially made completion of the questionnaires easy and straight forward. The respondents were also encouraged to fully provide information that reflects their stance on the items in the questionnaire. The data collected was kept confidential and was not made available to a third party. No data manipulation was carried out, hence the results obtained were presented as found. Besides, no participant was harmed for participating in this study.

Chapter Summary

The chapter has given information concerning the research design, target population, sampling procedure and data collection procedure followed in order to conduct this empirical study. Analytical approach of the study was also considered given the nature of the formulated research objectives considered in the context of the study.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The study examined the influence of performance appraisal of the development of employees at the Ministry of Local Government, Decentralisation and Rural Development. The formulated research objectives were subjected to statistical test analysis via appropriate statistical software embedded with the appropriate data analytical techniques. The previous chapter provided information concerning the research method employed in an extensive and detailed manner. This chapter provides information concerning the findings and discussion made in lieu of the formulated and tested research objectives.

Demographic Information

Demographic characteristics of the respondents were analysed with the descriptive statistical tools of frequency and percentage. Frequency was appropriate for the measurement of central tendencies for the scores on the categorical data gathered on the variables that normally measured. Appropriate corresponding measure of dispersion is percentage score and as such it was also equally employed to guide a definite description of the variables in unified manner for the purpose of enhancing comparison and meaningfulness of the findings.

Table 5: Demographic Characteristics

Variable	Options	Frequency	Percentage (%)
Sex	Female	73	60.3%
	Male	48	39.7%
Work experience	1-5 years	29	24.0%
	6-10 years	27	22.3%
	11-15 years	19	15.7%
	Above 15 years	46	38.0%
Job position	Junior staff	100	8.3%
	Senior staff	111	91.7%
Participation in Performance appraisal	Yes	118	97.5%
	No	3	2.5%
Perception of performance appraisal on employee development	Yes	107	88.4%
	No	14	11.6%

Source: Field survey, (2021)

The demographic characteristics prove male workers dominated in the context of the study with 60.3% representation whilst females were only 39.7%. inferring from this, the study contends there are more male workers at the Ministry although female workers are also employed. This signals male domineering culture at the Ministry. With regards to the working experience, the study again proves most of the participants have working experience expanding over 15 active working years, followed by those with 1-5 years working experience. This group of staff is followed by those with 6-10 years working experience and finally those with 11-15 years working experience.

Consideration of the working experience of the respondents proves most of the staff have long-term working experience to provide the needed information in so far as the implementation of performance appraisal and

employee development issues are of major concern at the Ministry. Most of the participants are senior staff with only 8.3% representation of junior staff. These staff have moved along the various ranks at the Ministry and might have experience rigorous and many instances of performance appraisals, thereby making them suitable candidates for study of this nature. Majority of the participants have undergone performance appraisals and have the perception that performance appraisals have bearing on their state of development at the Ministry.

Preliminary Results

Common Method Bias

Common method bias is inherent in the context of this study because of the structured method employed for the formulation of the items that were utilized to measure the constructs under investigation in this very study. Some specific measures were adopted and implemented to reduce if not completely avoid the incidence of common method bias in so far as primary data collection exercise is concerned in this study. First of all, usage of existing validated scales made it easier to avoid the threat of common method bias that comes with development of new scales for social science studies.

Again, different rating scales were employed for the measurement of opinions of the participants on the items that measured the different constructs under investigation. The usage of preambles is also a powerful strategy employed to as to illicit keen focus of participants on subject matter under consideration. The study also relied on simple wording for the formulation of the items, thereby enhancing understanding and avoiding technicalities that could lead to threat of common method bias especially the error of central

tendency bias. Common method bias was measured with Harman’s single factor method and the results are provided as follows.

Table 6: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of	Cumulative	Total	% of	Cumulative
		Variance	%		Variance	%
Performance Appraisal	9.225	40.107	40.107	9.225	40.107	40.107
Employee development	8.100	40.499	40.499	8.100	40.499	40.499

Source: Field survey, (2021)

The Harman’s single factor results prove there are no threats of common method biases when it comes with the completion of the questionnaires by the participants, thereby giving credence to primary data collected for the analysis as required by the specific research objectives. A % of total variance scores for both performance appraisal and employee development are < 50% threshold, hence the conclusion that there are not threats of common method biases.

Normality Test

As part of the key assumptions underlying the conduct of simple regression analysis, it is important to test the normality of the distribution of data in respect of the dependent variable. The composite dependent variable was derived via data transformation process as recommended (Pallant, 2005). The measure of the test of normality was descriptively executed and the results are hereby presented.

Table 7: Descriptive

			Statistic	Std. Error
Employee	Mean		3.4363	0.05033
development	95% Confidence Interval for Mean	Lower Bound	3.3366	
		Upper Bound	3.5359	
	5% Trimmed Mean		3.4546	
	Median		3.4737	
	Variance		0.307	
	Std. Deviation		0.55363	
	Minimum		1.83	
	Maximum		4.58	
	Range		2.75	
	Interquartile Range		0.63	
	Skewness		-0.536	0.220
	Kurtosis		0.327	0.437

Source: Field survey, (2021)

The test of normally results prove the distribution of the data points for employee development is approximately normally distributed because the skewness and kurtosis scores do not exceed + or – 2.58 (Pallant, 2007).

Objective 1: Perception about the Effectiveness of Performance Appraisal

The first objective sought to examine the perception of the effectiveness of implementation of performance appraisals from the perspective of the participants. This objective was measure with descriptive statistics of mean (Measure of central tendency) and standard deviation (Measure of dispersion). The interpretation of the results is based on these subjective cut-off points based on the mean scores for the items.

0.0-1.49=Not at all effective

1.5-2.49=Slightly effective

2.5-3.49=Moderately effective

3.5-4.49=Highly effective

4.5-5.0=Extremely effective

Table 8: Perception of Effectiveness of Performance Appraisal

No	Performance Appraisal Variables	Mean	Std. Dev.
15	Employees are actively involved in performance appraisals in this organization	3.63	0.858
22	Performance appraisal is necessary for improving personnel skills	3.47	0.767
20	Performance appraisal system helps to identify the strengths and weaknesses of the employee	3.45	1.057
16	Performance appraisals are formally structured and implemented in this organization	3.45	0.785
13	My organization performs performance appraisals at the appropriate time	3.38	1.097
10	The standards used for performance appraisals are explained clearly to employees before being implemented in this organization	3.36	1.024
17	Appropriate structures are followed during performance appraisals	3.35	0.928
9	I think the supervisors do use performance standards made by the Civil Service to evaluate their subordinates	3.31	1.048
12	I think building a good relationship with my supervisor is helpful to obtaining a good result for my performance appraisals	3.24	1.080
21	Performance appraisal promotes cooperation and team work	3.22	0.859

5	I think that my organization attempts to conduct performance appraisal the best possible way	3.16	0.904
2	The feedback I receive on how I do my job is highly relevant	3.09	1.008
23	Performance appraisal is helpful in reducing grievances among the employees	3.08	0.757
18	Performance appraisal rating is helpful for management to provide employee counselling	3.02	1.060
6	My organization seems more engaged in providing positive feedback for good performance than criticizing poor performance	3.02	1.008
11	My supervisor clearly explains the performance standards used to her/his subordinates	3.00	1.033
14	Experts are involved in performance appraisals	2.97	1.056
4	The feedback I receive agrees with what I have actually achieved	2.90	1.060
1	I am satisfied with the way my organization provides me with feedback	2.88	1.002
8	I think every employee in this organization is evaluated with the same performance standard	2.78	1.201
3	My organization is good at providing recognition for good performance	2.74	1.069
19	Transfer, demotion, suspension and dismissal are based on performance appraisal	2.46	1.073
7	The pay I get in my organization is related to my performance	2.29	1.214

Source: Field survey, (2021)

The study proves the participants perceived that involvement in performance appraisals is highly effective at the ministry. Furthermore, the participants perceive performance appraisal is moderately effective in improving the skills of workers, helping in the identification of strength and weaknesses of employees, performance appraisals are formally structured,

performance appraisals are implemented on timely basis, standards in performance appraisals are clearly explained to all employees, performance standards adopted by the Ministry are used for appraising employees, there is good working relationship between supervisors and appraisees, performance appraisals promote cooperative team work and performance appraisals are done in the best possible way.

However, the participants perceive that the assertions that transfer, demotion, suspension and dismissal are based on performance appraisals and that the pay they get at the Ministry is related to their work performance are all slightly effective. None of the items was rated as being extremely effective or not at all effective. This goes on to buttress the claim that performance appraisals in local government institutions are not effective during implementation (Ahenkan, Tenakwah & Bawole, 2018) because none of the items measuring performance appraisal is rated as not at all effective.

Another perspective of previous empirical stance that need to be considered is the claim that employees still complain about the state of ineffectiveness of performance appraisals in public organizations in Ghana, particularly at the Ministry (Kaye-Essien, 2020) on accounts that such appraisals do not help in the formulation of programs and interventions that can improve employee development (Akrofi & Akanbang, 2021, Ofei-Aboagye, 2000). This claim is also buttressed on the account that employees at the Ministry hold an entirely different and contrary perception. The regression result also proves through performance an appraisal; employee development is significantly enhanced at the Ministry. Other related information is presented in Table 8.

Since performance appraisal items as conceptualized in the context of this study really demonstrates holistically its application at the Ministry, it is conclusive evidence that it has clearly defined, articulate and enforceable implementation framework which contradicts the position of Rhodes, et al., (2012) when it was adduced that performance appraisals in public institutions are challenged with mirage of limitations including the absence of clearly defined, articulate and enforceable implementation framework.

The study now contradicts the earlier claim that there are no formal discussions during performance appraisals between appraisees and appraisers in public institutions in Ghana aside the failure to provide appraisal feedbacks (Adu, Okpattah & Djokoto, 2016) because the study proved the respondents moderately perceived that involvement in performance appraisals is highly effective at the Ministry. Specifically, the claim by Abane and Brenya (2021) that there is little participation in performance management policy among workers in local governance in Ghana since the adoption of the performance management policy in 2012 among Metropolitan, Municipal and District Assemblies in Ghana is highly contested by this study.

Additionally, the study confirms that performance appraisal is a necessary tool for improving the skills of workers at the Ministry of Local Government, Decentralisation and Rural Development. This finding is strongly anchored on the fact that through performance appraisal, skill gaps are identified by management hence informing the right managerial decision of appropriate managerial intervention which essentially improves employee skills consequently (Agbevade, 2020). It also positions the HR unit to identify weakness and strength of each employee hence providing the insights for the

development of appropriate HR interventions for the purpose of capitalizing on the Such is the position of the reinforcement theory (Agashi, 2017; Hockenbury & Hockenbury, 2010).

Since negative reinforcement options including transfers, demotions, suspension and dismissals are strongly based on performance appraisals, the Ministry is strategically enabled to ensure that employees work hard to help accomplish the mission and goals of the organisation (Hur et al., 2020) in order to avoid negative reinforcement experience. Providing performance appraisal to appraisees offers the opportunity for the appraisees to adjust their working behaviour through appropriate interventions that help them to acquire the needed knowledge, skills and abilities to meet the performance gaps identified through the performance appraisal process (Zekeri, et al., 2019).

Thus, this finding goes to underscore the position that giving workers feedback is commonly accepted as a critical practice that can inspire and promote self-development, which can be beneficial to the whole organisation (Shoib & Baruch, 2019). The participants perceive performance appraisal feedback provided at the ministry actually reflects their situation with moderate degree of effectiveness, hence enhancing the believability of the performance appraisal at the Ministry of Local Government, Decentralisation and Rural Development.

This situation has the capacity to make workers to accept the performance appraisal report after active participation, hence the need to avoid the provision of misleading performance appraisal feedback (Staronova, 2017). Furthermore, the participants perceive that payment of salary is based on their performance and that payment is strongly influenced by the

performance appraisal report. These discoveries are good credentials to ensuring effective and efficient performance appraisal system that demotivates low-performing employees (Attipoe, Agordzo & Seddoh, 2021).

Objective 2: Relationship Between Performance Appraisal and Employee Development

The study further sought to assess the linear relationship performance appraisal on employee development at the Ministry. This analysis was done This linear relationship was assessed with the Pearson product-moment correlation technique. The measure of the association in terms of direction and strength between performance appraisal and employee development is denoted by the r-coefficient.

Table 9: Correlations

		Employee development	Performance appraisal
Employee development	Pearson Correlation	1	
	Sig. (2-tailed)		
Performance appraisal	Pearson Correlation	0.356**	1
	Sig. (2-tailed)	0.000	

Source: Field survey, (2021)

The correlation result proves there is a statistically significant positive but medium linear association between performance appraisal and employee development among employees at the Ministry ($r=0.356$; $p=0.000$: $p<0.05$) when the influence of other factors that may affect the linear association performance appraisal and employee development in the context of the study are statistically controlled for. In other words, whenever changes in scores for performance appraisal increase moderately, the level of scores for employee

development also increase moderately and whenever, changes in scores for performance appraisal decrease moderately, the level of scores for employee development also reduce moderately.

However, this result does not signal that change in performance appraisal cause the changes in employee development at the Ministry but rather is just portray the nature of relationship existing between these two constructs. It therefore signals the positive of viable outcome on the conduct of performance appraisals at the Ministry is expected including the possibility of improving the state of employee development at the Ministry. Empirically, certain studies collectively hold the view that there is positive relationship between performance appraisal and employee development (Henkel & Endres, 2019; Ismail & Rishani, 2018; Kuyaas, 20016; Nurse, 2005).

Objective 3: Effect of Performance Appraisal on Employee Development

Descriptive Statistics for Employee Development

Since data transformation was carried out before the employee development construct was formed, descriptive statistics of the variable is required before the conduct of the simple regression analysis. This was achieved with descriptive statistics of mean and standard deviation. The interpretations of the mean scores are based on these subjective thresholds.

0.0-1.49=Not at all agree

1.5-2.49=Slightly agree

2.5-3.49=Moderately agree

3.5-4.49=Highly agree

4.5-5.0=Extremely agree

Table 9: Descriptive Statistics for Employee Development

No Employee Development Variables	Mean	Std. Dev.
16 I continuously develop my work-related abilities	3.77	0.672
11 I have a clear understanding of what I want to achieve in my career	3.76	0.663
13 I always try to be well connected in my professional field	3.73	0.636
12 I have clear career goals that reflect my personal interests and values	3.71	0.729
10 I am capable of successfully managing my career	3.68	0.819
I make sure that my work-related abilities and knowledge are contemporary	3.65	0.646
16 I have a very high level of expertise and skill in my occupation	3.58	0.851
14 I try to be current about possible job opportunities	3.53	0.736
18 I believe that I can successfully manage career-related challenges	3.53	0.813
4 I have many skills that I could use in a range of different occupations	3.50	0.901
5 I possess many competencies that are also helpful in various other occupations	3.50	0.932
2 I possess profound knowledge in my occupation	3.47	0.876
9 My work is a central part of my identity	3.41	1.088
19 My co-workers support me in my career development	3.30	0.840
17 I constantly stay up-to-date about employment opportunities in the labour market	3.29	0.786
8 My work helps me to increase my skills	3.24	1.169
1 Others see me as an expert in my occupation	3.12	1.019
7 My work allows me to fully utilize my professional skills	3.11	1.094
6 I feel fully supported in my development by my current employer	3.01	1.070
20 Management supports me in my career development	2.95	1.148

Source: Field survey, (2021)

The study also shows the respondents highly agreed that they have continuously developed their work-related skills, they have clear understanding of what they want to achieve in their respective professional

fields, they have clear goals that reflect their personal interests and values, they are capable of successfully managing their career, they make sure that their work-related abilities and knowledge are contemporary, they try to be current about possible job opportunities, they believe that they can successfully manage their career-related challenges, they have many skills that they could use in a range of different occupations and that they possess many competencies that are also helpful in various other occupations.

However, the participants moderately agreed that they possess profound knowledge in their occupation, their works are central part of their identity, they constantly stay up-to-date about employment opportunities in the labour market, their works help them to increase their skills and that others see them as an expert in their occupation. It must also be observed that none of the participants slightly agreed, extremely agreed or not at all agreed on the items that measured employee development. Holistically, there seem to be general moderate agreement on employee development at the Ministry. Therefore, employees at the Ministry could be described as being competent in their various areas of operations.

Simple Regression Results

The actual impact of performance appraisal on employee development at the Ministry of Local Government, Decentralisation and Rural Development was measured with a simple regression. The measure of the effect of changes in performance appraisal on employee development is co-efficient of determination and it is represented by the r-squared. Co-efficient of determination according to Kassem, Khoiry and Hamzah, (2020) is the

measure for assessing how change in the independent variable cause changes in the dependent variable.

Table 10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.356 ^a	.127	.120	.51948	2.083

Source: Field survey, (2021)

The r-square results prove changes in performance appraisal (As the independent variable) account for a weak positive variance in employee development when the effect of other factors that have the capacity to improve employee development at the Ministry but are not included in the model are statistically controlled for ($r^2=12.7\%$). Therefore, the study proves other factors not captured in the model but have the capacity to improve employee development could possibly cause 87.3% change in employee development at the Ministry.

Impliedly, the study shows performance appraisal causes weak improvement in employee development at the Ministry. It signals management are making viable outcomes in performance appraisal implementation in terms of improving the state of employee development at the Ministry therefore, investment in employee performance activities at the Ministry is justified by the findings of this study. However, there is the need to examine whether the changes in employee development is scientifically attributed to changes in performance appraisal practices conceptualized in the context of this study. This information is contained in the Table 12.

Table 11: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.668	1	4.668	17.296	.000 ^b
	Residual	32.114	119	.270		
	Total	36.781	120			

Source: Filed survey, (2021)

Consequently, the study proves performance appraisal implementation accounts for a statistically significant positive weak positive variance (12.7%) in employee development at the Ministry when the effect of other variables affecting this impact is statistically controlled for. Therefore, the study proves implementation of performance appraisal actually accounts for 12.7% positive variance in employee performance. Therefore, the more the Ministry undertake performance appraisal, the more employee development improves in a weak manner. This implies management of the Ministry have a lot to do if they are to improve the state of employee development through implementation of performance appraisals. Since the impact of employee development is weak positive and significant, it demonstrates the HR unit of the Ministry need to put up some strategies that can make the implementation of performance appraisals to more effective at improving the state of employee development.

The study confirms the position of the reinforcement theory which asserts regulatory interventions from beyond the individual, particularly positive reinforcement that is used to increase efficiency and, in turn, strengthen individual ability (Skinner, 1973). Accordingly, it was held that Such reinforcements may include financial incentives, non-financial

interventions such as feedback on performance, improvement of ability, social incentives such as praise and appreciation, or a mixture of both of these kinds of reinforcements. The context of performance appraisal typically exemplifies the non-financial intervention which has proven to have significant positive effect on employee development at Ministry.

Thus, the finding also goes to defy the earlier claim that little knowledge is known about the actual mechanisms that positively influences the success of performance management systems including performance appraisals (Kaupa & Atiku, 2020) because such behaviour is now explained by the estimated regression function. The assertion that behavioral changes occasioned by organizational interventions including performance appraisals have positive effect on service firms is again supported (Stajkovic & Luthans, 2001) through its capacity to enhance desirable work behaviour (Ismail, 2017). Again, the claim that employees at the Ministry are neglected in terms of their developmental needs (Agbevade, 2020) is strongly refuted by this finding as it is conclusive evident how performance appraisals improve the state of employee development at the Ministry.

Therefore, the Ministry is better positioned to avoid industrial actions including strikes and threaten strike actions because a major cause of these unfortunate incidents which is lack of proper organizational interventions including performance appraisal to improve the better working conditions is effectively implemented by the Ministry (Mickson & Anlesinya, 2019). This finding goes to confirm the position of some empirical studies that found that performance appraisals are actually improve employee development (Henkel & Endres, 2019; Ismail & Rishani, 2018; Kuyaas, 20016; Nurse, 2005).

Table 12: Coefficients

Model		Standard			Sig.	Collinearity	
		Unstandardized	Standard	Coefficients		Statistics	Tolerance
		B	Error	Beta	T		
1	(Constant)	2.514	.227		11.080	.000	
	Performance appraisal	.299	.072	.356	4.159	.000	1.000 1.000

Source: Field survey, (2021)

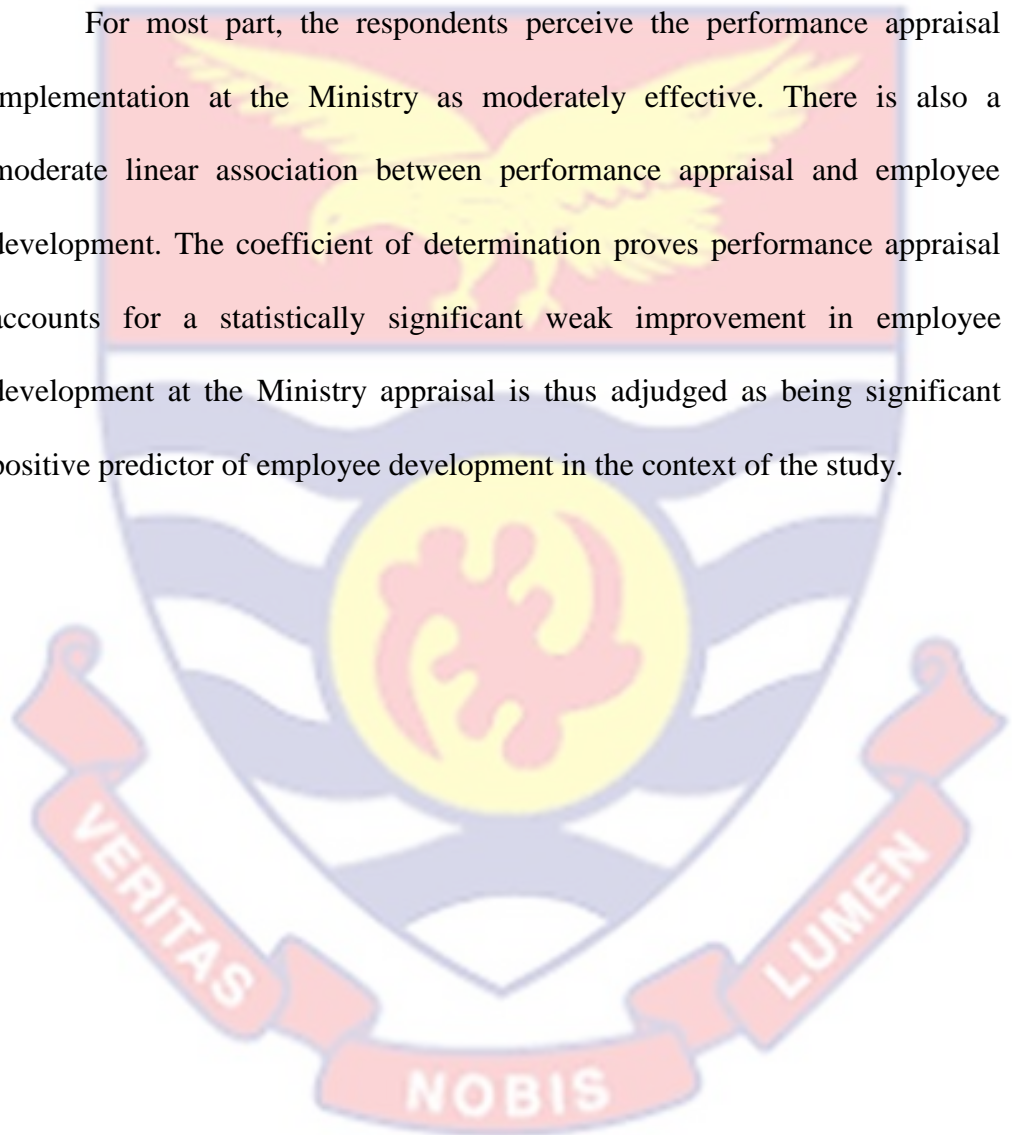
Table 13 shows the contribution of performance appraisal to predicting the 12.7% positive variance in employee development at the Ministry. The finding proves a unit increase in performance appraisal causes 0.299 significant increase in employee development and a unit fall in performance appraisal causes 0.299 significant fall in employee development at the Ministry. Technically, the study proves changes in employee development as accounted for by changes in performance appraisal is based on the actual scientific interaction among the variables in the estimated regression model and due to chance ($p < 0.05$). Mathematically, the estimated regression function is given as follows: $\text{Employee development} = 2.514 + 0.299(\text{Performance appraisal})$.

The estimated regression function shows with proper and effective implementation of performance appraisals, the Ministry can boost the development of its workforce thereby contributing to a direct increase in the performance of the Ministry (Samwel, 2018). Therefore, the claim that performance appraisals have little effect on promoting development of

appraises (Adu, 2016) is somehow authenticated by this finding. On the other hand, the claim that appraisals do not help in the formulation of programs and interventions that can improve employee development (Akrofi & Akanbang, 2021, Ofei-Aboagye, 2000) is refuted by this finding.

Chapter Summary

For most part, the respondents perceive the performance appraisal implementation at the Ministry as moderately effective. There is also a moderate linear association between performance appraisal and employee development. The coefficient of determination proves performance appraisal accounts for a statistically significant weak improvement in employee development at the Ministry appraisal is thus adjudged as being significant positive predictor of employee development in the context of the study.



CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Introduction

The study examined the influence of performance appraisal of the development of employees at the Ministry of Local Government, Decentralization and Rural Development. Chapter four provided information concerning the results and discussion. This chapter provides information concerning the summary of the findings, conclusions and recommendations.

Summary of the Study

The study sought to assess the effect of performance appraisal on the state of employee development at the Ministry of Local Government, Decentralization and Rural Development. The study adopted the causal research design. This was strongly supported by the usage of the quantitative research approach, given the nature of the measurement and analytical framework adopted in the study. Structured questionnaires were sent via Google form link to the participants.

130 participants were issued with the questionnaire but 121 respondents provided complete responses, hence 93.08% response rate was recorded. Descriptive statistics and inferential statistical techniques were employed for the primary data analysis. Ethical considerations were meticulously observed to as to protect the integrity of all stakeholders that were influenced or influenced the conduct of this empirical study. Summary of the key findings is given in the next subsection.

Summary of Key Findings

The first objective sought to assess the perception of the employees on the degree of effectiveness of implementation of performance appraisals at the Ministry. It was discovered that the participants perceived that involvement in performance appraisals is highly effective at the Ministry. Furthermore, the participants perceive performance appraisal is moderately effective in improving the skills of workers, helping in the identification of strength and weaknesses of employees, performance appraisals are formally structured, performance appraisals are implemented on timely basis, standards in performance appraisals are clearly explained to all employees, there is good working relationship between supervisors and appraisees, performance appraisals promote cooperative team work and performance appraisals are done in the best possible way.

However, the participants perceive that the assertions that transfer, demotion, suspension and dismissal are based on performance appraisals and that the pay they get at the Ministry is related to their work performance are all slightly effective. The study further sought to assess the linear relationship performance appraisal on employee development at the Ministry. The correlation result proves there is a statistically significant positive but medium linear association between performance appraisal and employee development among employees at the Ministry when the influence of other factors that may affect the linear association performance appraisal and employee development in the context of the study are statistically controlled for.

The third objective examined the impact of performance appraisal on employee development at the Ministry. The study proves implementation of

performance appraisal actually accounts for 12.7% positive variance in employee performance. Furthermore, the finding proves a unit increase in performance appraisal causes 0.299 significant increase in employee development and a unit fall in performance appraisal causes 0.299 significant fall in employee development at the at the Ministry.

Conclusions

The study concludes workers at the Ministry of Local Government, Decentralization and Rural Development perceive performance appraisal as being moderately effective for most of the items that measured the construct. There is also a moderate linear association between performance appraisal and employee development. Performance appraisal accounts for a statistically significant weak improvement in employee development at the Ministry. Performance appraisal is thus adjudged as being significant positive predictor of employee development in the context of the study.

Recommendations

The study shows in most instances, measures of performance appraisals were rated as being moderately effective in terms of their implementation at the Ministry. It therefore means management especially those at the human resource unit have to devise strategies, acquire resources, put in systems and structures that can help the HR unit to improve the state of effective implementation of performance appraisals at the Ministry of Local Government, Decentralization and Rural Development. It is therefore recommended that the Ministry should improve the conditions affecting the performance appraisals significantly so that its implementation can become highly effective in attaining its objectives.

The study also shows there is a statistically significant positive moderate linear association between performance appraisal and employee development at the Ministry. This serves as a signal that whenever employee perceive performance appraisal as being favorable, their state of development improves and the contrary also holds. Therefore, HR unit in collaboration with all stakeholders involved in the design and implementation of performance appraisals at the Ministry must endeavor to ensure efficient implementation of performance appraisals on periodic basis. Staff involvement is key to ensuring the success of performance appraisal and thus it is strongly encouraged.

The study further proved performance appraisal accounts for a statistically significant positive weak variation in employee development at the Ministry. This therefore implies the HR unit of the Ministry should continue the implementation of performance appraisal as conceptualized in the context of this empirical study if the essence of such intervention is to improve employee development. Performance appraisal positively related with employee development hence management of the Ministry should ensure that performance appraisals are periodically implemented in very efficient manner. Proper conditions affecting performance appraisal including rigorous procedures, qualified experts for performance appraisals, appraisee orientation, provision of the right resources, budgeting for performance appraisal and any other supporting option available to support efficient implementation of performance appraisal should be marshalled.

Suggestions for Further Studies

Since the study relied solely on quantitative research approach, it is vital for either a qualitative or mixed research approach to be replicated in the

context of the study. Furthermore, similar studies should be replicated in other public sectors organizations across different parts of Ghana.



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APPENDIX A-QUESTIONNAIRE

This empirical academic study is being conducted by ESTHER TETTEH to examine how performance appraisals affect employee development at the Ministry of Local Government, Decentralization and Rural Development (MLGDRD). The study is for academic purpose only. Your candid opinions expressed in answering these questions would help me to conduct a successful study. Thank you.

Instructions: Kindly write or tick [] where appropriate

Section A: Demographics

1. Sex: Male [] Female []
2. Age []
3. Working experience
 - a. 1-5 years []
 - b. 6-10 years []
 - c. 11-15 years []
 - d. Above 15 years []

PAEJob position

- a. Junior staff []
- b. Senior staff []
4. Do you participate in performance appraisals at MLGDRD
 - a. Yes []
 - b. No []
5. Do you think performance appraisals at MLGDRD impact on your development as an employee?
 - a. Yes []
 - b. No []

Section B: Performance Appraisals

6. How effective is performance appraisal in this Ministry as reflected in the following statements?

Where: 1- Not at all effective; 2-Slightly effective 3-Moderately effective; 4-Highly effective; 5-Extremely effective

No	Performance appraisal variables	1	2	3	4	5
1	I am satisfied with the way my organization provides me with feedback					
2	The feedback I receive on how I do my job is highly relevant					
3	My organization is good at providing recognition for good performance					
4	The feedback I receive agrees with what I have actually achieved					
5	I think that my organization attempts to conduct performance appraisal the best possible way					
6	My organization seems more engaged in providing positive feedback for good performance than criticizing poor performance					
7	The pay I get in my organization is related to my performance					
8	I think every employee in this organization is evaluated with the same performance standard					
9	I think the supervisors do use performance standards made by the Civil Service to evaluate their subordinates					
10	The standards used for performance appraisals are explained clearly to employees before being implemented in this organization					
11	My supervisor clearly explains the performance standards used to her/his subordinates					
12	I think building a good relationship with my supervisor					

	is helpful to obtaining a good result for my performance appraisals					
13	My organization performs performance appraisals at the appropriate time					
14	Experts are involved in performance appraisals					
15	Employees are actively involved in performance appraisals in this organization					
16	Performance appraisals are formally structured and implemented in this organization					
17	Appropriate structures are followed during performance appraisals					
18	Performance appraisal rating is helpful for management to provide employee counseling					
19	Transfer, demotion, suspension and dismissal are based on performance appraisal					
20	Performance appraisal system helps to identify the strengths and weaknesses of the employee					
21	Performance appraisal promotes cooperation and team work					
22	Performance appraisal is necessary for improving personnel skills					
23	Performance appraisal is helpful in reducing grievances among the employees					

Section C: Employee Development

7. To what extent do you agree that your development as an employee has improved in this organization?

1-Not agree at all; 2-Slightly agree; 3-Moderately agree; 4-Highly agree; 5-Extremely agree

No	Employee development	1	2	3	4	5
1	Others see me as an expert in my occupation					
2	I possess profound knowledge in my occupation					
3	I have a very high level of expertise and skill in my occupation.					
4	I have many skills that I could use in a range of different occupations					
5	I possess many competencies that are also helpful in various other occupations					
6	I feel fully supported in my development by my current employer					
7	My work allows me to fully utilize my professional skills					
8	My work helps me to increase my skills.					
9	My work is a central part of my identity					
10	I am capable of successfully managing my career					
11	I have a clear understanding of what I want to achieve in my career					
12	I have clear career goals that reflect my personal interests and values					

13	I always try to be well connected in my professional field					
14	I try to be current about possible job opportunities					
15	I continuously develop my work-related abilities					
16	I make sure that my work-related abilities and knowledge are contemporary					
17	I constantly stay up-to-date about employment opportunities in the labour market					
18	I believe that I can successfully manage career-related challenges					
19	My co-workers support me in my career development					
20	Management supports me in my career development					

