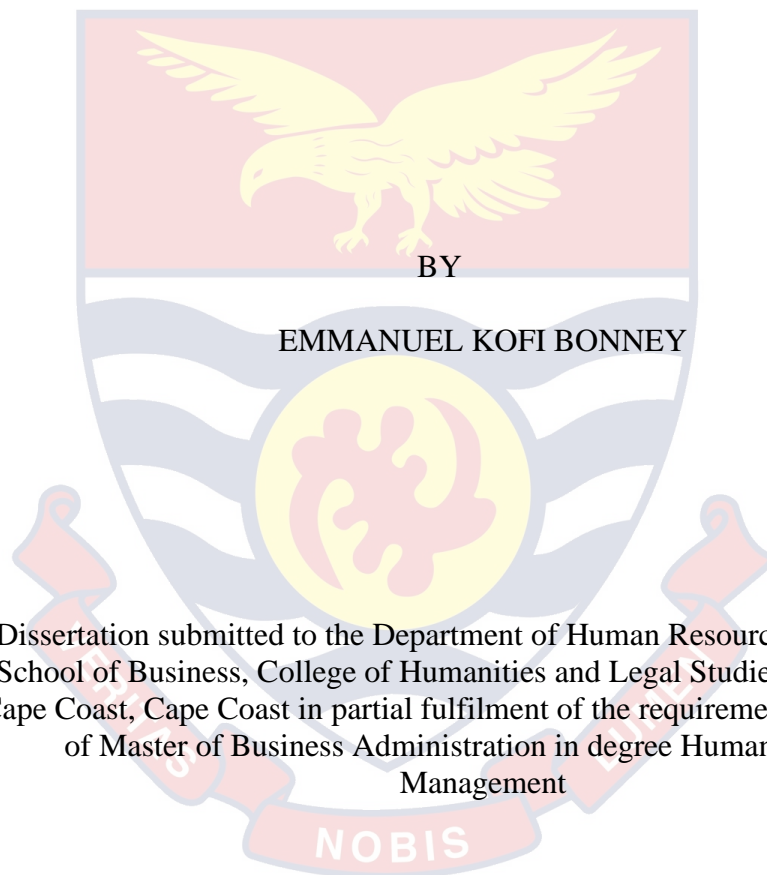


UNIVERSITY OF CAPE COAST

PERFORMANCE APPRAISAL AND EMPLOYEE PERFORMANCE AT
THE GOMOA WEST DISTRICT ASSEMBLY



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

JULY 2018

DECLARATION

Candidate's Declaration

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

Candidate's Signature..... Date:

Name: Emmanuel Kofi Bonney

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature: Date:

Name: Dr. Mrs Elizabeth Annan-Prah

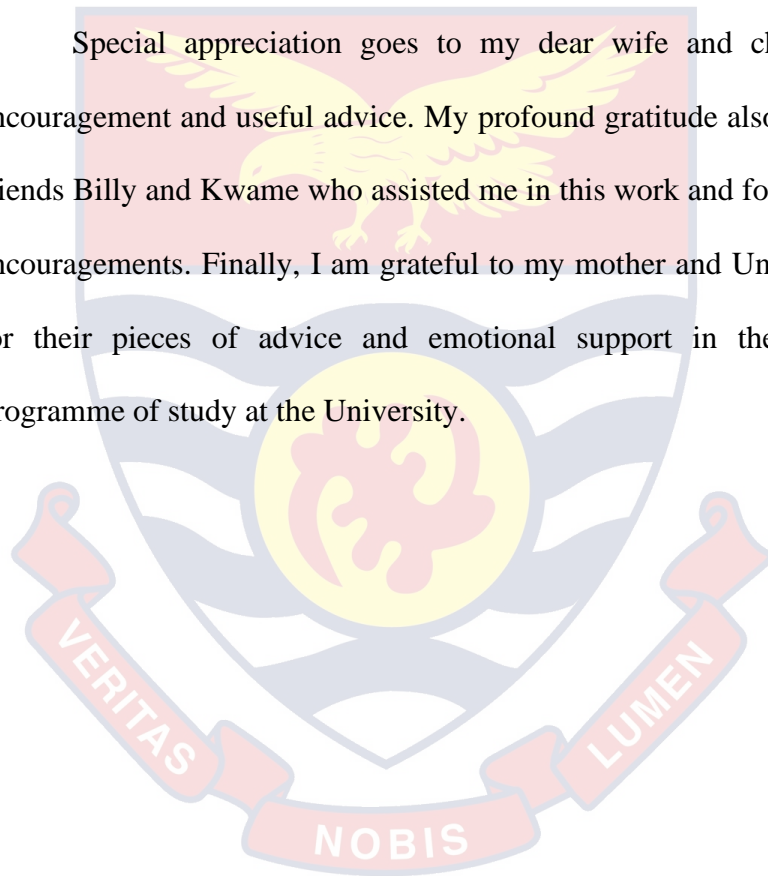
ABSTRACT

The study sought to examine the effect of performance appraisal on employees' performance at Gomoa West District Assembly. Data for the study was obtained from staff of Gomoa West District Assembly in Apam. A sample size of 80 respondents was used for the study. The specific objective of the study was to examine the performance appraisal systems; the challenges associated with staff performance appraisal system being used; and the effect of performance appraisal on employees' performance at the Gomoa West District Assembly. A semi-structured was developed to elicit information from respondents. The study employed simple random sample in the selecting of the target group. The regression model was used to examine the actual contribution of performance appraisal on employee performance. Further, the study exposed the impact of motivation on organizational performance as improving employees' level of efficiency, helping employees to meet their personal goals, increase employee satisfaction, and helping employees to increase revenue mobilization. The study recommended that, to generate higher levels of satisfaction with performance appraisal, management of the Gomoa West District Assembly must ensure that specific learning goals are set for staffs, better learning aids are employed and effective assessment of knowledge and skills acquired are conducted during training of staffs. It is relevant for management of the Gomoa West District Assembly to employ strategic measures to improve feedback system. This is because feedback in itself could be a motivational influence towards their capacity building. Also, performance appraisal should directly link to training and development of the weakness of the appraisal. Thus, based on the outcome of the appraisal, employees should be trained to develop their potentials in their areas of specialisation.

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DEDICATION

To my dear wife, children, friends, late father and brother

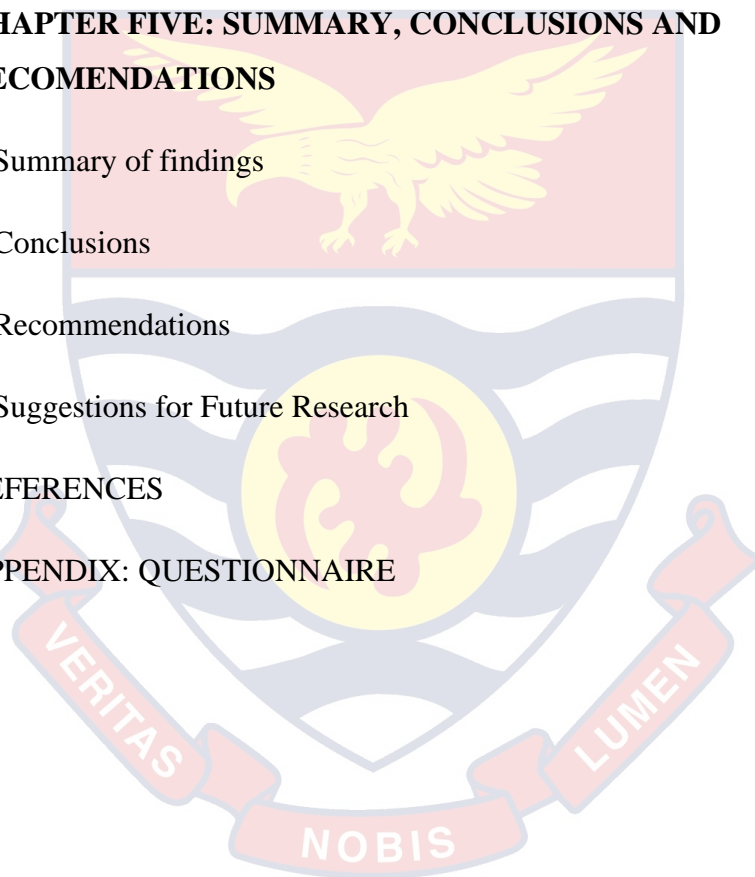


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CHAPTER ONE

INTRODUCTION

This study discusses performance appraisal and its effect on the performance of employees using the staff of Gomoa West District Assembly as case study. This chapter focuses on the background, statement of the problem, research objectives and questions, significance of the study, delimitation, limitation and organization of the study.

Background to the Study

Every organization has certain business objectives and the probability of success in achieving strategic goals will depend on a number of factors including how the performance of people is evaluated and developed. Since strategic human resource management is concerned with planning, management, control, evaluation and development of the people resource of an organization, in order to derive as much value added as possible, evaluating human resource management will help organizations position themselves effectively in a competitive environment. Therefore, a system for evaluating, rewarding and developing the human resource of the organization lies at the heart of human resource management (Anderson, 2011).

Performance appraisal is a widely discussed concept in the field of performance management. The importance accorded to performance appraisal systems in part arises from the nature of the current business environment, which is marked by the need to achieve organizational goals as well as remain relevant in intensely competitive markets through superior employee performance (Chen & Eldridge, 2012). Within this context, various studies

suggest that organisations can hardly control the behaviour of their employees (Attorney, 2007). The organisations can however control how employees perform their jobs. In addition, performance management research shows that a significant number of employees tend to have the desire to perform their jobs well as part of their individual goals as well as a demonstration of loyalty towards the organisation (Wright & Cheung, 2007).

Arguably, the key to ensuring that employees perform well lies in the ability to provide them with the right working environment. Such an environment generally includes fair treatment, offering of support, effective communication and collaboration. According to Maley (2013) these are the very qualities that are created by an effective performance appraisal system. Roberson and Stewart (2006) is also of the view that employees respond to performance appraisal system in three perspectives that are: a) perception of fairness, b) perception of accuracy, and c) performance appraisal satisfaction. On the other hand, Selvarajan and Cloninger (2009) were of the view that performance appraisal provides consistent feedback to employees that enables them to improve performance.

Performance appraisal is a systemic evaluation of the performance of an employee on his present job and also in relation to future jobs that he or she may be required to take up (Hartzell, 2016). It measures and evaluate the results of the performance of workers pointing out their potentialities and deficiencies so that they can improve overtime. A good appraisal system is so fundamental to the management of people in any organization. The success of the organization itself depends largely on good appraisal system. With a good performance appraisal system, those who contribute more will be adequately

rewarded and the right type of people are likely to be promoted into positions of higher responsibilities (Stonner, Freeman & Gilbert, 2015). Thus, for any evaluation system to work well, the employees must understand it, must feel it as fair and must be work oriented enough to care about the results (Habibu, 2012).

One way to foster this understanding is for the employees to participate in the system design and be trained to some extent in performance appraisal (Chen & Eldridge, 2010). However, the link between performance appraisal and employee performance has often been studied in a traditional or general manner and hence the relationship tends to be blurred in nature. The traditional use of performance appraisal has for instance been criticized for the reward of 'win-lose' results as opposed to 'win-win' results in which the system promotes supportive and cooperative behaviour (Rowland & Hall, 2012).

Despite the above shortcomings in approaches to performance appraisal, extant literature on performance management still indicates that performance appraisal when undertaken in the right manner can contribute significantly to employee motivation hence performance (Tuytens & Devos, 2012). When undertaken in the absence of clear goals, performance appraisal can however have serious ramifications in terms of employee dissatisfaction and consequently a reduction in performance (Maley, 2013). On the positive side, it has been argued that performance appraisal provides an important avenue to recognise employees work efforts. Recognition in this case has for long been considered as a key employee incentive.

Performance Appraisal (PA) has become particularly prominent in private sector, industrial sectors and has now grown rapidly to public sector organizations (Redman, Snape, Thompson, & Ka-Ching, 2010). PA is an important management technique that helps organizations to achieve their set targets, objectives and goals (Acheampong, 2006). PA is therefore a process of determining and communicating to employees their strengths and weaknesses in performing their job for appropriate managerial remedial action such as training, promotion and salary decision to be taken. It is the systematic review of the performance of staff at regular time intervals and the holding of performance issues, past, present and future on a one-to-one basis with their immediate line managers (Anderson, 2012).

Typically, performance appraisal systems aim at establishing a cascade of explicit linkages between organizational objectives and the performance of individual employees. This generally involves a process of setting objectives, assessing performance and allocating rewards. The emphasis is not only on the results of a given task, but also on the process through which this is achieved as alluded by the procedural justice theory (Goss, 2007; Locher & Teel, 2007). Performance appraisal schemes serve management of organisations with multiple objectives including administrative, informative and motivational. Performance appraisal is also viewed as having two broad purposes: evaluative function and a development function (Cummings & Schwab, 1973 cited in Anderson, 2011).

Despite these benefits documented, reliability and validity of appraisals is compromised when management undertaking performance appraisal manipulates appraisal results for political reasons (Byars & Rue,

2001). This limits the value of appraisals and may sometimes render the appraisal system unreliable in improving of employee performance (Coleman & Chambers, 2005). Rogers (2000) argues that many PA systems may fail because they are introduced without adequate training programmes to educate the participants on the process and the objectives of the performance appraisal systems. Managers are therefore not able to distinguish between appraisals done for administrative purposes and those done for developmental and other reasons (Halachmi, 2002). Having both the manager carrying out the appraisal and the employee setting goals mutually is crucial for the effectiveness of the performance appraisal. This can ensure that the employee will work harder to reach these goals as they participated in setting them initially (Roberts, 2003).

In realising the best of the appraisal, Boachie-Mensah and Seidu (2012) suggest that employees are likely to embrace and contribute meaningfully to the performance appraisal scheme if they recognise it as an opportunity for personal development and a chance to be visible and demonstrate skills and abilities. The Gomoa West District Assembly is one of the 260 Metropolitan, Municipal and District Assemblies (MMDAs) in Ghana and forms part of the 22 MMDAs in the central region. Just like other institutions in the country, Gomoa West District Assembly also partake in performance exercise. The extent to which performance appraisal activities have resulted to the performance of the employees of Gomoa West District Assembly is the focus of the study.

There are several methods of appraising; however, the commonly used in the public sector including district assemblies are the closed and opened ended appraisal system. A confidential report is usually is submitted on the

performance of an employee. It is only where an adverse assessment is made against an employee that the concerned individual is informed. In the open system, the performance of the individual is normally discussed with him or her before ranking or grading. It is quite disappointing to note that, despite the numerous advantages associated with the performance appraisal system, it is not effectively carried out in the district assembly though provides the scope for periodic and timely appraisals. Normally appraisals there are not conducted annually as per existing practices. There has also been emerging noticeable evidence of widespread concern about the delining performance of the appraisal system of Gomoa West District Assembly.

Statement of the Problem

Performance appraisal provides a good opportunity to formally recognize employee achievement and contribution to the organization, and ensure that a clear link is established and maintained between performance and reward. It is necessary in an organization because it helps in clarifying goals and expectations, and also creates an environment for open communication. It brings about positive feedback and advice for improving employee performance.

However, it has been observed that performance appraisal system in Gomoa West District Assembly is suffering a defect such as lack of employee participation in institutional setting that clarify expectation and lack of feedback of performance appraisal result to employee (Seniwoliba, 2014). Again, reports of staff appraisals indicate that both appraisees and the appraisers did not understand the whole process of staff performance

appraisal. The perception held was that staff performance appraisal was only for promotional purpose for junior/senior officers. Reports also showed that staff appraisals were not used for its intended purpose; hence none of the immense benefits of staff performance appraisal has accrued to the Assembly ((Seniwoliba, 2014).

Although previous studies conducted by Ahele (2012), Danku, Soglo, Dordor and Bokor (2015), Anderson (2011), Sissons (2009) and Acheampong, 2006) have provided a lot of insight on performance management and appraisal but they did not undertake these at the local and decentralized levels. For instance, Ahele conducted a study to evaluate the performance appraisal (PA) system of the Ghana Judicial Service (GJS) Headquarters using a descriptive cross-sectional survey and concluded that appraisal processes in GJS did not adequately involve appraisals and there was not adequate understanding among staff about the Service's performance appraisal.

Also, Danku, Soglo, Dordor and Bokor examined the perception of teachers regarding performance appraisal systems (PAS) and identified the challenges of performance appraisal in Ghana Education Service (GES) using teaching staff of basic schools in the Ho municipality. It was concluded that basic school's performance criteria do not take into consideration the opinion of staff and the challenges included the unavailability of the needed resources, insufficient funding and failure by authorities to act upon results. Institutional difference may give rise to different outcomes and hence this present study aims to assess appraisal system of the Gomoa West District Assembly on employees' performance.

Purpose of the Study

The aim of this study is to assess performance appraisal system on employee performance of the Gomoa West District Assembly.

Research Objectives

To achieve the purpose of the study, the study specifically aims to:

1. Examine performance appraisal systems used at the Gomoa West District Assembly in terms of purpose and processes.
2. Examine the challenges associated with staff performance appraisal system being used at the Gomoa West District Assembly.
3. Examine the effect of performance appraisal on employees' performance at the Gomoa West District Assembly

Research Questions

Based on the problem to be investigated as well as the specific objectives of the study, the following research questions will guide the study:

1. What performance appraisal system is used at the Gomoa West District Assembly?
2. What are challenges associated with staff performance appraisal at the Gomoa West District Assembly?
3. What are the effects of performance appraisal on employees' performance at the Gomoa West District Assembly?

Significance of the Study

This study will serve as a useful reference material on the PA system of the Assemblies. The study will also bring to the fore, the inherent strengths and weaknesses of the current system of performance appraisal and its effects on workers' performance, thereby serving as an input to managerial decision on staff assessment. In addition, the study will make contributions to the field of human resource management.

Delimitations of the Study

This study was conducted within the scope of the effect of performance appraisal on employee performance using only one study area - Gomoa West District Assembly. The time for the research is also a huge limitation as research of this nature requires a longer period for extensive findings to be produced. The study used the quantitative approach to assess the effect of performance appraisal on the performance of employees of the Assembly. Reluctance on the part of some of the respondents to give adequate information necessary for the study was a major limitation to this study. Self-reported information obtained from questionnaires may be incomplete or inaccurate.

Definition of Terms

Performance appraisal is defined as a system which provides organizations with a means of identifying not only what people's performance levels are but the areas needed to be improved upon.

Employee performance is also defined as a process, which entails a number, or series, of behaviours, directed towards the achievement of some predetermined goal.

Organization of the Study

The study was organized into five main chapters. Chapter one is the introductory chapter which explains the background to the study, statement of the problem and purpose of the study. The research questions, research hypothesis, the significance of the study, delimitation of the study and organisation of the study are also highlighted in this chapter. Chapter two reviews literature on the concepts of performance appraisal, benefits of performance appraisal, the process of performance appraisal, methods of performance appraisal, challenges of performance appraisal, remedies of performance appraisal and requirements for effective performance appraisal. Chapter three discusses the methodology; the research design, the population, sample, the research instruments, data collection techniques and data analysis. Chapter four covers the analyses of the data of respondents. It also analyses why staff performance appraisal is not practiced regularly, investigate the understanding of performance appraisal, and its effectiveness. Chapter five deals with the summary of findings, conclusions and recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter reviews literature relevant to the concepts of performance management system, appraisal, rationale of performance appraisal, the process of performance appraisal, types of performance appraisal, how often appraisal should be done, problems of performance appraisal and recommendations for effective performance appraisal.

Theoretical Review

With regards to performance management, there are several dynamic theories that support the concept of performance from the social psychology theory point of view. The theories underpinning the study are the expectancy theory and procedural justice theory.

Expectancy Theory

The concept of expectancy was originally contained in the works of the famous psychologists, Kurt Lewin in the early 1930s. In his third and final step of the change process, he observed that most individuals will be willing to change their attitudes and behaviours as long as the new behaviour will be supported and reinforced by the organization. Drawing from the work of this early psychologist, Victor Vroom developed the expectancy theory into a formal model of work motivation in 1964. According to the theory, employee motivation depends on the perceived attractiveness of performance-outcomes and the degree to which these outcomes are obtainable.

In other words, the theory holds that employees will exert effort to achieve performance goals if and only if they believe that a particular act will be followed by an outcome that is desirable and can satisfy their needs (Baran, 2012). The theory was built on the belief that effort can achieve the desired performance goals if the goals are realistic, if employees fully understand what is expected of them, and if they have the necessary skills and resources. To motivate this effort, a clearly perceived and usable relationship must exist between performance and outcome, and the outcome must be seen as a means of satisfying employee needs (Redmond, 2014).

Vroom's expectancy theory rests on four basic assumptions about behaviour in organizations: a) behaviour is determined by a combination of factors in the individual and the environment. In other words forces within the individual and those in the job situation combine to motivate and determine behaviour, b) individuals make conscious decisions about their own behaviour in the organization. They decide whether to accept jobs with an organization, come to work or stay away, put in more effort, or work overtime, c) individuals have different needs, desires, and goals and d) individuals decide between alternative behaviours on the basis of their expectations that a given behaviour will lead to a desired outcome (Dovepress, 2015). Thus, people behave in ways that they think will help them achieve their objectives.

Vroom's theory has three major components: Expectancy, Instrumentality, and Valence. Expectancy is the belief that a particular behaviour will result in some expected level of performance. It is the perception that a given level of effort will lead to the attainment of a specified performance goal. The strength of expectancy depends on the person's ability,

previous experience, the resources available, time, and the type of supervision (Stecher & Rosse, 2007). The higher the level of expectancy, the more likely the person is motivated to act and vice versa.

Instrumentality is the perception that the attainment of a given performance goal will be followed by a particular outcome. These outcomes include pay, job security, interesting job assignment, scholarship, bonuses and so on (Lawler, Porter & Vroom, 2009). Valence represents the value a person assigns to a specific outcome or reward. An outcome must be of value to the individual before it can serve as a source of motivation for improved performance. Valence is not about the actual value of the outcome; it relates to how the outcome is perceived by the person concerned. People differ in their preference for outcomes. Managers can successfully motivate their workers by recognizing the importance of perceptual difference among such workers (Grant & Shin (2011).

According to the expectancy theory, the strength of motivation depends on the algebraic sum of the product of the three variables in the form: $(E \times O \times V) = \text{Motivation}$. The theory therefore requires an equally high level of expectancy, instrumentality and valence in the process of motivation. If any one of these elements is low, the level of motivation will be low. If one of these is zero, total motivation will be zero. Thus, motivation is only likely when a clearly perceived and usable relationship exists between all three variables (Humphreys & Einstein, 2008).

Deducing from the theory, it could be said that employees are more likely to perform high if appraisal feedback are given to them as they would expect to raise their performance for higher rewards. Again, employees are

also likely to perform high if they partake in the appraisal design as it would be expectant of them to fulfil the set target given to them.

Procedural Justice Theory

Procedural justice theory is concerned with the perceived fairness of the procedures used to make decisions about the distribution of rewards (George & Jones, 1999). Procedural decisions pertain to how performance levels are evaluated, how grievances or disputes are handled, and how rewards are distributed across employees. In procedural justice theory, as in equity theory, workers' perceptions are key; workers' reactions to procedures depend on how they perceive the procedures rather than on what the procedures actually are. Procedural justice theory seeks to explain what causes workers to perceive procedures as fair or unfair and the consequences of these perceptions.

The aim of the procedural justice theory is to predict individual's perceptions of the fairness of their own performance appraisals and hence their reactions to the appraisal. Individuals attend to and utilize information about the way the group as a whole is being treated (Rupp, 2011) as a frame of reference to understand how they themselves are treated (Brockner & Wisenfeld, 2006). When multiple group members have been treated in a similar way. Even when a particular individual has not experienced injustice personally, group-level justice judgments can affect individual-level justice judgments (Lind, 2008).

Thus, it is expected that individual rates will rely on the shared perception about procedural justice to interpret their own experience in the

appraisal session. Indeed, when employees believe that their members are not treated fairly, they perceive this as an attack on the collective (Lind & Tyler, 2012), which should influence their perceptions of the fairness by which appraisal procedures are implemented.

Concept of Performance Appraisal

Performance appraisal has been regarded as the most critical human resource function within organizations by which assessors or supervisors analyse and assess performance of their subordinates (Keeping & Levy, 2011). The outcomes of performance appraisal assist managers to select specific pay rates, promotional decisions, development and training needs and motivational factors for employees (Zapata-Phelan et al., 2009). While a number of organisations continue to use informal and subjective performance evaluation practices to make reward decisions, there is evidence that objective performance evaluation practices are increasingly prevalent in the current times (Gardner, 2008; Shields, 2007).

Gardner (2008) describes performance appraisal as the evaluation of an individual's work with the main aim of arriving at objective personnel decisions. It is also considered as the process of obtaining, analysing as well as recording information that revolves about the relative worth of the employee to the organisation (Armstrong, 2009). This takes place through the planned interaction between an organisation's supervisors and employees in which the former assess the performance of the latter. One of the main goals in this case is the identification of strengths and weaknesses that form the basis of recommending actions for improved employee performance (Gardner, 2008).

Agyenim-Boateng (2006) notes that performance appraisal is a structured formal interaction between a subordinate and supervisor to bring the former's performance to the limelight. This usually takes the form of a periodic interview in which the work performance of the subordinate is examined and discussed to make the needed impact. The purpose is to identify weaknesses and strengths as well as opportunities for improvement and skills development (Archer North & Association, 2011).

Atiomo (2000) sees performance appraisal as a system which provides organizations with a means of identifying not only what people's performance levels are but the areas needed to be improved upon. According to Atiomo, every organization should ensure that the individual is clearly aware of what his functions and responsibilities are to make performance appraisal an effective exercise. According to Dawra (2001), appraisals are characterised by the need for the determination of activities to be accomplished by the employee. Such activities must be targeted towards the accomplishment of organisational objectives and there must be agreement between the employee and the employer on what to do and how it ought to be done. In addition, supervisors need to observe employees during the approved process. Bernardin (2003) explains that personality observation is for the identification of innate abilities which are necessary for effective performance.

The Need for Performance Appraisal

According to Obisi (2011), performance appraisal has been considered as a most significant and indispensable tool for an organization, for the information it provides is highly useful in making decisions regarding various

personnel aspects such as promotions and merit increases. Performance measures also link information gathering and decision-making processes, which provide a basis for judging the effectiveness of personnel sub-divisions such as recruiting, selection, training and compensation. If valid performance data are available, timely, accurate, objective, standardized and relevant management can maintain consistent promotion and compensation policies throughout the total system (Samarakone, 2010).

Diverse interactions that occur in organisations are designed towards the achievement of specific goals and objectives (Chambers, 2005). There are therefore certain targets that employees within the organisation are expected to achieve whether individually or as a group. In many cases, Hoyle (2006) notes that attempts are made by management to encourage employees in their job performance through training, motivational packages, and diverse reward systems. However, it is not always the case that employees will achieve targets if given such incentives. There will therefore be the need for organisations to appraise performance and evaluation techniques to determine reasons for performance gaps and to fill those gaps to increase the probability of meeting performance targets (Steel & Broady-Preston, 2002). In other cases employees may perform more than what was expected.

Appraisals are therefore needed to examine the reasons for one of these probable outcomes, and to inform measures for either encouraging higher performance or sustaining high performance (Boyd, 2008; Schraeder et al., 2007). This indicates that appraisals or evaluations involve comparing actual performance to expected targets. Expectations of appraisers and appraises therefore play important roles in the evaluation process.

Methods of Performance Appraisal

Different methods are used to evaluate the performance of employees and can be grouped into two main categories namely informal and formal performance appraisal (Cole, 2004). Informal appraisal is ad hoc in nature and involves the day-to-day assessment of an employee by his superior in the ordinary course of business (Taylor, 2003; Stone, 2000). On the other hand, formal appraisal is a planned event usually discussed between the superior and subordinate with definite terms of reference for such a purpose (Yee & Chen, 2009). Yee and Chen added that performance appraisal can take a variety of methods depending on what is being measured, who is doing the measurement, how the measurement is being done and the purpose for the measurement and other related circumstances. Here is a review of some of the types of appraisal methods used, which are in no particular order of importance:

360-Degree Feedback

The traditional method of appraisal where the managers alone appraises employees has become insufficient for the organisation. Therefore, many organisations have extended the idea of upward feedback into a 360-degree feedback (Dessler, 2000). This method of appraisal provides wider perspectives about employee performance and also allows employees to understand how others view their effectiveness as co-workers and as individuals (Gallagher et al, 1990). This method involves, for example, questionnaire being sent to supervisors, peers, line managers or subordinates

and customers performance on a variety of performance dimensions or competence.

According to Decenzo and Robbins (2005), a research into the effectiveness of 360-degree appraisal was reported positive because the feedback result was more accurate and also reduces the subjective factor of evaluation process. Oz and Deniz (2012), agree to this fact and state that in an organisation where there is team work, employee development and communication with lots of people, 360-degree method is very reliable since feedback information is gathered from managers, supervisor, teams, project mates, customers and employees themselves. More so, Luecke & Hall (2006), expresses that the participation of employees in appraisal brings a feeling of involvement which is associated with organisational commitment and reduces appraisal mistake because it is not from one source.

Management by Objective (MBO)

In this method, the emphasis is on measurable goals. According to Wright, Noe, Hollenbeck and Gerhart (2004); Obisi (2011), MBO deals with professional and high calibre workers. It involves the participation of all staff in determining what should be done and how it should be done (Werner & Desimone, 2006). Management by objective is therefore a system in which people at each level of the organisational hierarchy set goals from top to bottom, so that employees at all levels contribute (Yee& Chen, 2009). These goals become the standards for evaluating performance. According to Groeschl (2003), MBO can be successful when the objectives are clear,

concise and unequivocal. They need to be measurable, attainable and challenging though.

Critical Incident Technique

In this technique, the appraiser is required to keep a written record on incidents that illustrates both positive and negative behaviour of the individual being rated (Obisi, 2011). The critical incident technique looks like performance review interviews, because it gives a supervisor actual, factual incident to discuss with an employee. There are, however, several drawbacks to this approach. It requires that supervisors jot down incidents on at daily or, at the very least, a weekly basis. This can become a chore. Furthermore, the critical incident rating technique needs not, but may, cause a supervisor to delay feedback to employees. Furthermore, it is hardly desirable to wait six months or a year to confront an employee with a misdeed or mistake. Finally, the supervisor sets the standards by which the employee is judged that may be unfair. To avoid or to deal with the feeling that they are being judged by unfairly high standards, employees in some organizations are being asked to set or help set their own performance goals.

Graphic Rating

A graphic rating scale (GRS) presents appraisers with a list of dimensions, which are aspects of performance that determine an employee's effectiveness. Examples of performance dimensions are cooperativeness, adaptability, maturity, and motivation. Each dimension is accompanied by a multi-point (3, 5, or 7) rating scale. The points along the scale are defined by

numbers and/or descriptive words or phrases that indicate the level of performance. The midpoint of the scale is usually anchored by such words as “average,” “adequate,” “satisfactory,” or “meets standards.” (Kane and Lawler, 2009). The manager may also rate the employee using a list of terms, such as above average, fair, or poor (Ryan & Cousins, 2009). Lombardi (2001) maintains that essay method has the advantage of touching on most important issues in an objective manner since there is minimum restriction.

Essay Appraisal

In Essay appraisal, the appraiser prepares a written statement about the employee being appraised. According to Obisi (2011), essay appraisal method may merely require the appraiser to write a series of statements concerning an individual's strengths, past performance and potential weaknesses for promotion. In this method, a report prepared by supervisor whereby the employees or subordinate's strengths and weaknesses of performance in the past year are highlighted.

Peer Review

Peer evaluation is valuable where the supervisors are absent or has infrequent contact with the employees (Ali, Mahdi and Malihe, 2012). Peers or co-worker also often know the job of the individual employee better than the supervisor does and they are more directly affected by the employee's actions, either positive or negative (Jayawarna et al., 2007). For the organization, this brings about higher performance and to the worker, it denotes a better place to work and less frustration.

2.13 Self-Review

Self-Reviews are based on the idea that employees are most familiar with their work, and that their involvement is essential. Employees rate themselves on a number of criteria, usually with a formal survey form, and suggest improvements. Self-assessment is also an option in the performance appraisal process. Virtually all employees do a self-assessment whether they are actually formally asked to do so as part of the assessment or not (Ichniowski and Shaw, 2009). They help to clarify their own goals, and expose areas of weakness so they may be worked on. Mostly, the manager is left out of the process, although an exchange of views between the employee and manager may help their relationship, and boost the employee's own understanding. Meyer (1991) said that self-review changes the role of the manager to counsellor, rather than judge. With this role, the manager can do more to support people. He further points out that self-review enhances the subordinate's dignity and self-respect. Self-reviews tend to have low halo error and result in little paperwork for managers. However, people may not see their own deficiencies as others do, so self-review should be used alongside other methods.

Ranking

Ranking method requires that an appraiser ranks in orders all employees from highest to lowest or from best employee to worst employee (Wayne, Shore & Liden, 1997). In this approach there is no standard to be compared and hence it is easy to complete and avoids problems of central tendency or leniency (Grobler et al., 2005). Though it shows who is better than

whom, it gives neither absolute measure of performance nor the degrees by which any individual is better or worse off than the other. Employees do not receive feedback about performance strengths and weaknesses or any future directions.

Forced Choice

Forced choice technique is an approach to performance appraisal that requires the appraiser to choose from statements designed to distinguish between successful and unsuccessful performance. In many forced-choice methods of rating performance, managers will be required to assess which employee is the best, second best, third best and so. However, clever appraisers can learn how to manipulate and beat the system by giving high rates to average favourite employees. An additional drawback is the difficulty and cost of developing forms. Consequently, the technique is usually limited to middle- and lower-management levels where the jobs are sufficiently similar to make standard or common forms feasible. Finally, forced-choice forms tend to be of little value- and probably have a negative effect when used in performance appraisal interviews.

Processes of Performance Appraisal

Performance appraisal processes apply to all procedures that are used to evaluate employees against standards of personal qualities and work profile (Dessler, 2000). From this the appraisal process constitutes the manner in which performance of employees is evaluated. It is the procedure that an organisation has documented to be followed to ascertain the level of

performance of the employees (Cole, 2004). A performance appraisal process would involve formal interaction between a subordinate and a supervisor, that usually takes the form of periodic interview in which the work performance of the subordinate is examined and discussed, with a view to identify shortfalls and strengths as well as opportunities for improvement and skills development (Chambers, 2005).

When the process is clearly defined and laid out, and followed by the superior, it makes the subordinates confident in it leading to a healthy organisational climate that promotes good and congenial superior-subordinate relationship (Wexley & Latham, 2002). According to Taylor (2003), the process can also begin with setting performance standard to serve as a benchmark against which performance is measured and the standard should relate to the desired results of each job. Again, Fullard (2006) adds that formal performance appraisal should be based on the completed appraisal form and end in the construction of a development plan, with regard to how it will be evaluated, and what the evaluation will be based on to be successful in achieving their goal.

Challenges Involved in Performance Appraisal

Performance appraisal as a means of evaluating the performance of employees is reasonable and logical, however, there are many limitations in the evaluation process (Louw, 2012; Robinson & Fink, 2006; Ryan & Cousins, 2009). Considering the numerous deficiencies and pitfalls that has been evidenced, many critics suggests that the appraisal systems should be neglected as a means of evaluating the performance of employees.

Nonetheless, examining the potential benefits of the performance appraisal systems, the argument should be how to make the process better and not neglecting the system in its entirety. A major reason for the failures of the performance appraisal systems is the fact that managers inappropriately choose from the various techniques for performance appraisal available to them without properly weighing its suitability for the evaluation. The following are the most common changes to performance appraisal in organisation:

- *Demand on Supervisors*

A lot of demand is placed on supervisors. Formal performance appraisal obviously requires at least periodic supervisor observation of each subordinates' performance. However, for instance, the typical first-line supervisor finds it difficult to observe all subordinates performing the job at the same time.

- *Unfairness and biases*

All human beings have biases, but supervisors especially cannot afford to allow their biases to enter into their evaluation of subordinates in the firm (Kumbhar, 2011). This is very easy to say, but very difficult to do. Biases make the evaluation process subjective rather than objective, and certainly provide the opportunity for a lack of consistency in effect on different groups of employees (Ali, Mahdi and Malihe, 2012). So to overcome the bias problem, the appraiser needs to be objective and not let their feelings of liking or disliking the individual influence their assessment (Caruth and Humphreys, 2008).

- *Lack of open communication*

Appraisal feedback provides an open communication between the appraiser and the appraisee. However, most performance appraisal lack feedback which renders a lot of employees not knowing exactly how they are rated and this may be due to lack of open communication. The standards by which employees think they are being judged are sometimes different from those their superiors actually use.

- *Stereotyping*

Stereotyping is mentally classifying a person into an affinity group, and then identifying the person as having the same assumed characteristics as the group (Afriyie, 2009). Though stereotyping is almost always assumed to be negative, there are many incidents of positive stereotypes. However, regardless of whether the stereotype is positive or negative, making membership in a group, rather than explicitly identifying the characteristics of the individuals, creates the potential for significant error in evaluations (Holzer, 2007). Stereotyping can be avoided by getting to know each employee as an individual and objectively evaluating individual employees based on their actual performance (Denby, 2010).

- *Feedback*

Performance appraisal ratings can rebound when communicated to employees. Negative feedback not only fails to motivate the typical employee, but also can cause him to perform worse. Only those employees who have a high degree of self-esteem appear to be stimulated by criticism to improve their performance.

- *Lack of involvement*

Performance appraisal interviews tend to emphasize the superior position by placing him in the role of judge, thus countering his equally important role of teacher and coach. This is particularly damaging in organizations that are attempting to maintain a more participative (democratic) organizational climate. Pitfalls represents a formidable challenge in appraisal techniques, but attempting to avoid these pitfalls by doing away with appraisals themselves is like trying to solve the problems of life by committing suicide. The more logical task is to identify those appraisal practices that are most likely to achieve a particular objective and least vulnerable to the obstacles already discussed (Peterson, 2007).

Employee Performance

The concept of employee performance is an old phenomenon in a working environment especially in the private sector. If you can't define employee performance, you can't measure or manage it (Armstrong & Baron, 2008). Daniels 2011 defines the term employee performance as a process, which entails a number, or series, of behaviours, directed towards the achievement of some predetermined goal. It is also defined as being able to do assigned duties and responsibilities. Armstrong and Murlis (2004) argue that "employee performance is a multi-dimensional construct, the measurement of which varies, depending on a variety of factors." They also state that it is important to determine whether the measurement objective is to assess employee performance outcomes or behaviour.

Performance is a multicomponent concept and on the fundamental

level one can distinguish the process aspect of performance, that is, behavioural engagements from an expected outcome (Borman, & Motowidlo, 2013). The behaviour over here denotes the action people exhibit to accomplish a work, whereas the outcome aspect states about the consequence of individual's job behaviour (Campbell, 2010). Apparently, in a workplace, the behavioral engagement and expected outcome are related to each other (Borman, & Motowidlo, 2013), but the comprehensive overlap between both the constructs are not evident yet, as the expected outcome is influenced by factors such as motivation and cognitive abilities than the behavioural aspect.

Performance in the form of task performance comprises of job explicit behaviours which includes fundamental job responsibilities assigned as a part of job description. Task performance requires more cognitive ability and is primarily facilitated through task knowledge (requisite technical knowledge or principles to ensure job performance and having an ability to handle multiple assignments), task skill (application of technical knowledge to accomplish task successfully without much supervision), and task habits (an innate ability to respond to assigned jobs that either facilitate or impede the performance) (Conway, 2011). Therefore, the primary antecedents of task performance are the ability to do the job and prior experience. In an organizational context, task performance is a contractual understanding between a manager and a subordinate to accomplish an assigned task.

Entrusted task performance is broken into two segments: technical-administrative task performance and leadership task performance. The expected job performance comprising of planning, organizing, and administering the day-to-day work through one's technical ability, business

judgment and so on are called as technical–administrative task performance. Leadership task performance is labeled through setting strategic goals, upholding the necessary performance standards, motivating and directing subordinates to accomplish the job through encouragement, recognition, and constructive criticisms (Borman, & Brush, 2013; Tripathy, 2014).

An individual's ability to acclimatize and provide necessary support to the job profile in a dynamic work situation is referred to as adaptive performance (Hesketh, & Neal, 2009). Earlier studies have found that once the employees derive a certain amount of perfection in their assigned tasks, they try to adapt their attitude and behaviour to the varied requirements of their job roles (Huang, Ryan, Zabel & Palmer, 2014; Morgeson & Humphrey, 2008). An effective adaptive performance necessitates employees' ability to efficiently deal with volatile work circumstances (Baard, Rench, & Kozlowski, 2014), for example, technological transformations, changes in one's core job assignment, restructuring of organization and so on.

Evolutions of various new occupations as an offshoot of technological innovation need employees to engage in fresh learning and get oneself adaptable with changes in an efficient manner (Griffin, Parker, & Mason, 2010). The employees are also expected to adjust their interpersonal behaviour in such changed circumstances to work successfully with a wide range of peers and subordinates. In the context of wholesome work performance, Griffin, Neal, and Parker (2007) cited that job proficiency may aid for task performance, but adaptability and proactiveness to one's job role is important to address uncertain business environments.

Literature on employee performance measurement in local government

address issues of strategic linkages with operational performance. It is largely grounded in operational concepts of efficiency. Palmer's (2003) research provides evidence that most organisations concentrate on measuring what is easily measurable and in local government this results in a bias towards measuring employee performance in terms of economy and efficiency, rather than effectiveness. Palmer concludes that the types of indicator most frequently used relate to costs, volume of service, utilisation rates, time targets and productivity – all measures of economy and efficiency, not effectiveness.

Effect of Performance Appraisal on Employee Performance

A thorough review of literature revealed that the continuous call and rise of performance appraisal systems is as a result of the evolving nature of management, which is been experienced by organisations across all industries and sizes.

A research conducted by Iqbal, Ahmad, Haider, and Batool (2013) on “Impact of performance appraisal on employee’s performance involving the Moderating Role of Motivation” noted that employee’s performance is the major issue in an organization. The study focuses on finding out the impact of performance appraisal on employee’s performance and also analyses that motivation affects the relationship of performance appraisal and employee’s performance. Two hypotheses were analyzed using simple random sampling technique. Primary data were collect through standard questionnaire. For analyzing data, we applied correlation coefficient through IBM SPSS and Amos Software. Results showed that there is positive relationship between performance appraisal and employee’s performance. Motivation as a

moderator positively affected the relationship between performance appraisal and employee's performance. it was recommended that divisional banks can use appraisal system as a strategic approach by integrate it with business policies and HR practices and can improve the performance standers of its employees.

Kuvaas (2006) also investigated performance appraisal satisfaction and employee outcomes: mediating and moderating roles of work motivation. The aim was to explore alternative relationships between performance appraisal satisfaction and employee outcomes in the form of self-reported work performance, affective organizational commitment and turnover intention. In the study, a cross-sectional survey of 593 employees from 64 Norwegian savings banks showed that performance appraisal satisfaction was directly related to affective commitment and turnover intention. The relationship between performance appraisal satisfaction and work performance, however, was both mediated and moderated by employees' intrinsic work motivation. The form of the moderation revealed a negative relationship for employees with low intrinsic motivation and a positive relationship for those with high intrinsic motivation.

Mwema and Mwema (2014) researched on “the influence of performance appraisal on employee productivity in organizations: a case study of selected who offices of World Health Organization in East Africa”. Descriptive design was adopted in this study. Regression analysis was done to establish the effects of performance appraisal on employee productivity. From the findings, the study concluded that organizations should appraise their employees often through utilized targets, accomplishments, organization

goals, time management and efficiency for performance measure purposes as it would lead to increase in employee's productivity. The study concludes that organizations should establish and adopt performance appraisal systems to aid in providing opportunities to the management in identifying staff training needs, help employees meet performance targets, offer poor performers a chance to improve, help employees on time management through planning and setting of deadlines, enable managers to make informed decisions about promotions and assignments based on applicable facts, improve employee's synergies. The study recommends that organizations should appraise the staff to enhance employees' productivity.

Appraises, appraisers (managers), and companies all reap benefits from effective performance appraisals. Appraises benefit in a number of ways; for example, they discover what is expected of them and are able to set goals. They also gain a better understanding of their faults and strengths and can adjust behaviours accordingly. In addition, appraisals create a constructive forum for providing feedback to workers about individual behaviour, and for allowing workers to provide input to their managers. Finally, appraises are (ideally) given assistance in creating plans to improve behaviours, and are able to get a better grasp on the goals and priorities of the company.

Conceptual Framework

The conceptual framework for the study had two variables which were the dependent and independent variable. The independent variable was the performance appraisal system and was measured using employees understanding of the appraisal system, their participation, fairness and

feedback given to them on appraisal. The dependent variable was employee performance which was measured using task, contextual and adaptive performance. As a result, a conceptual framework for this study was illustrated in Figure 1.

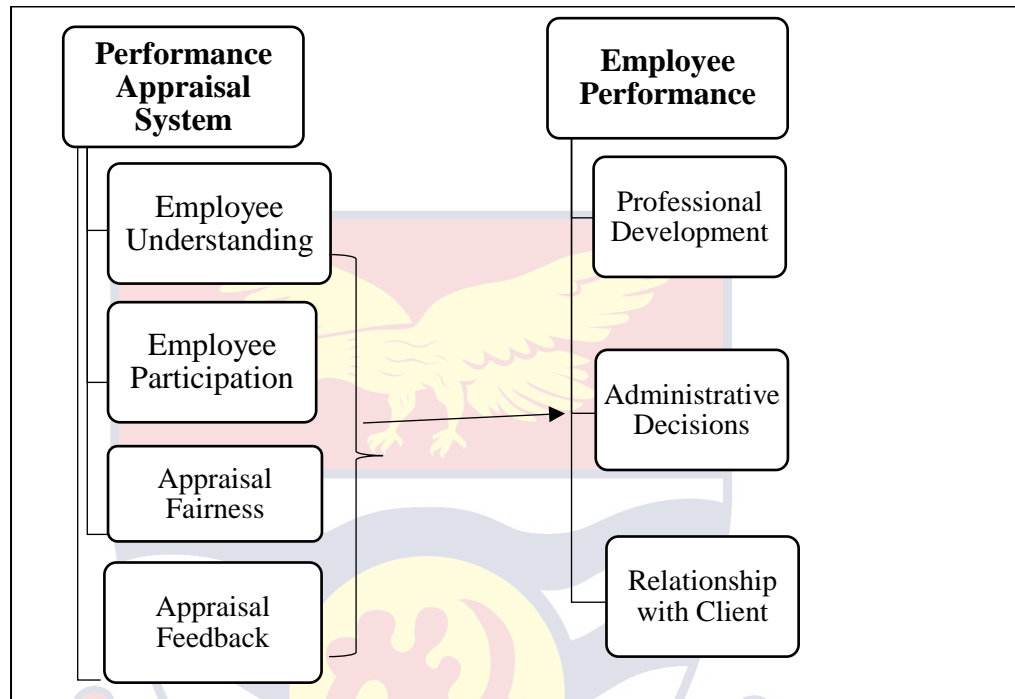


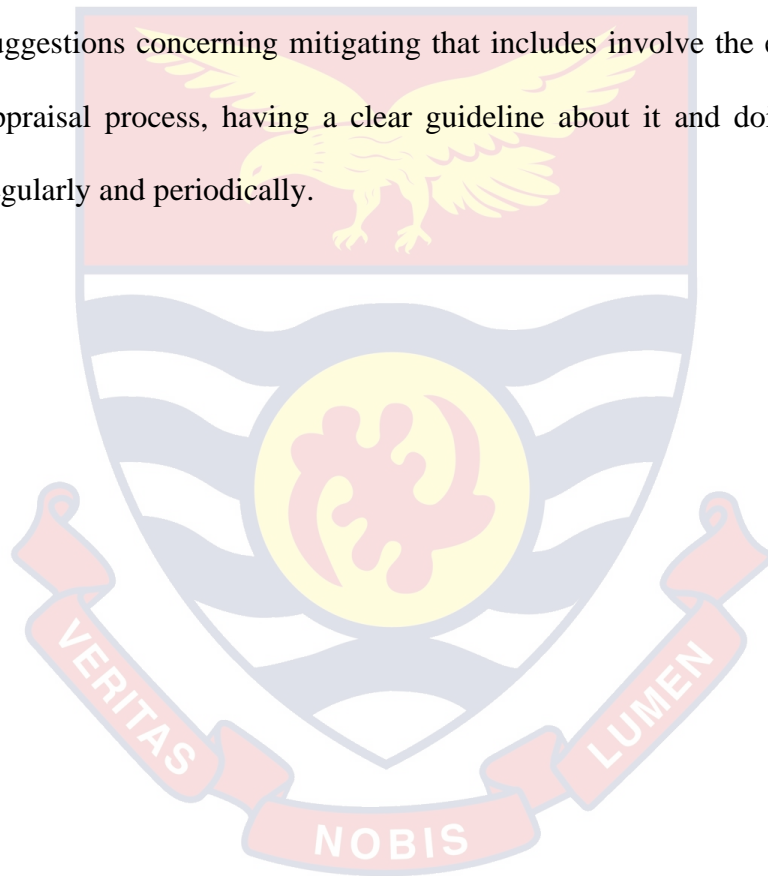
Figure 1: Conceptual framework

Source: Researcher's Construct (2018)

The conceptual framework is based on performance appraisal systems and how it affect employee performance. How employee understands his or her organisation's appraisal system invariably affects his or her performance (task, contextual and adaptive). Likewise, their participation in the appraisal design cushion them to put up expected performance behaviours. Employees that perceive unfair (particularly lower rewards) appraisal system all other things being equal would reduce their performance. Appraisal feedback informs how employees are performing on the job hence necessary for performance improvement.

Chapter Summary

From the above discussion it is seen that performance management system with its attendant performance appraisal is very important for the management of the various organisations to assess and evaluate the contributions of employees in the workplace with regards to how they are achieving their goals. There are challenges with respect to undertaking effective performance appraisal and with these challenges are also some suggestions concerning mitigating that includes involve the employees in the appraisal process, having a clear guideline about it and doing the appraisal regularly and periodically.



CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter deals with the techniques and procedures that were adopted in the process of data gathering. It therefore, focuses on the research design, population, sample and sampling procedure, the research instrument, method of data collection and method of data analysis.

Research Design

Research design is a systematic and orderly approach taken towards the collection and analysis of data so that information can be obtained from that data (Jankowicz, 2005). Descriptive research design was used for the study. The descriptive survey is appropriate for the study as it involves collecting data to answer questions concerning the current status of the subject of the study. It determines and reports the way things are (Gay & Arasian, 2003). Descriptive survey is directed towards determining the nature of a situation, as it exists at the time of the study. It focuses on vital facts about people and their beliefs, opinions and attitudes, and then describes to provide understanding.

According to Frankel (2000), there are three major difficulties associated with descriptive surveys. The first difficulty is ensuring that the questions to be answered are clear and not misleading. The second is getting respondents to answer questions thoroughly and honestly. The third has to do with the difficulty of getting sufficient number of questionnaire completed and

returned for meaningful analysis to be made. The above problems will be overcome through unambiguous use of appropriate words, appealing to respondents to be truthful and making effective follow-ups during questionnaire administration.

Study Area

The Gomoa West District assembly is one of the 260 Metropolitan, Municipal and District Assemblies (MMDAs) in Ghana and forms part of the 22 MMDAs in the Central Region. With its administrative capital as Apam, the district assembly lies within latitude 514 north and 535 north and longitude 0.22 west and 054 west on the eastern part of the Central Region of Ghana. The district covers a total land area of 514.2 square kilometers. The District shares boundaries with Gomoa East District to the north, to the west with Mfantseman Municipal, to the east with Effutu Municipal and to the south with the Gulf of Guinea. As the political and administrative authorities over the district, the primary function of the assembly is to promote local economic development. Also, to formulate and execute plans, programs and strategies for the effective mobilization of the resources necessary for the overall development of the district as well as promote and support productive activity and social development in the district and remove any obstacles to initiative and development.

Population

The target population of this study was the administrative staff of the Gomoa West District Assembly in Central Region. The staff population for the

study was 100, comprising both administrative staff and management personnel (Ghanadistricts.com).

Sample Size and Sampling Procedure

Sampling procedure concerns the development of specific procedures and operational methods in selecting the sample (Zikmund, Babin, Carr & Griffin, 2012) that can be followed to avoid potential errors (Uma, 2003). Krejcie and Morgan's (1970) table for determining sample size for a given population was used to arrive at a sample size. The simple random sampling was used to select the administrative staff of Gomoa West District. According to Krejcie and Morgan (1970), a population size of 100 employees required a representative sample of 80. A total of 80 self-administered questionnaires were distributed to elicit the needed information from the employees of the Gomoa West District Assembly.

Data Collection Instrument

The data collection instrument that this study adopted was the use of structured questionnaires. This was used to obtain primary data from the respondents. Questionnaire is a set of formal questions framed and written down for respondents to provide answers to (Donald & Schindler, 2003). The use of questionnaires is very common in social science because they provide an efficient means by which statistically quantifiable information can be gathered. In this survey, both the open-ended questionnaires and close-ended questionnaire were employed. The open-ended questionnaires allow the respondent to answer the questions in their own words while the close-ended

questionnaires provided specific possible answers and the respondent were made to choose one possible answer.

The attached questionnaire in Appendix A is in five sections; Section A covers the demographic information of respondents, Section B tackles various appraisal systems or methods applied at the Gomoa West District, Section C covers processes involved in performance appraisal, Section D covers challenges involved in performance appraisal at the assembly and Section E deals with the effect of appraisal systems on employee performance. The questionnaires provided answers that were easier to interpret and tabulate. Reliability and validity are two key constituents to be considered when assessing a particular instrument. Reliability relates to the consistency of a measure. According to Bless and Higson-Smith (2000), is concerned with consistency of the instrument, and an instrument is said to have high reliability if it can be trusted to give an accurate and consistent measurement of an unchanging value a Cronbach alpha of 0.75 was attained indicating internal consistency of the data.

The validity of an instrument refers to how well and instrument measures the particular concept it supposed to measure (Saunders and Lewis, 2012). They further argue that an instrument must be reliable before it can be valid, implying that an instrument must be consistently reproducible; and that once this has been achieved, the instrument can then be scrutinized to assess whether it is what it purports to be. To ensure validity of questionnaires, the researcher reviewed other relevant literature and those literature supported the construct of the instrument. Some of the items in the scales were scientifically validated items. Further, the designed questionnaire was submitted to the

project supervisor for vetting, correction and approval before distributing it to the respondents.

Data Collection Procedure

To ensure easy data collection exercise, preliminary contacts was made with the respondents. To ensure that all respondents participate in the study, the researcher collected the data at different intervals to take care of the different free time available for the respondents. In this regard, part of the data was collected in the morning, while the rest was also collected in the afternoon. Moreover, to ensure maximum and timely response rate, a period of three (3) weeks was allocated for collection exercise from 16th January, 2019 to 6th February, 2019. The respondents gave insights on what the study intended to achieve in order to assist respondents who had issues with some of the statements on the questionnaire.

Data Analysis and Presentation

All completed questionnaires were checked for completeness and accuracy of the data gathered. Codes were then assigned to the variables. To facilitate comparison, values corresponding to responses were further converted into percentages. Statistical techniques, frequencies and percentages were used to represent data. The study used the Statistical Package for Social Science (SPSS) data analysis analyse the data the collected. Results was presented descriptively. This included means and standard deviation. Also, a regression analysis was used to examine the effect of performance appraisal on employee performance as stated in objective three.

Ethical Issues

A letter of introduction from the Department of Human Resource Management of the University of Cape Coast was obtained to undertake the field work. This was sent to the Gomoa West District Assembly to enable the researcher gain the needed support and co-operation from the management. The researcher ensured to explain the purpose of the study to all participants based on their informed consent and they were assured of their anonymity unless they exclusively stated that they desired otherwise.

Chapter Summary

Chapter three mainly dealt with the appropriateness of the research method and research design. It also discussed the population for the study, the sample size and the method used for the sampling, the research approach adopted, as well as how data was collected. It again discussed reliability and validity of data collected, in addition to how data was analysed.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter of the study presents the findings emanating from the data collected from the self-administered questionnaires. The discussions included the interpretation of the findings in reference to previous findings and theories. The chapter is organised into two main parts. The first part deals with the background characteristics of respondents and covers areas such as respondents' sex, age, year of experience, educational level, department and staff category. The second part is devoted to responses given by the respondents in accordance with the purpose of the study. It tackles the specific research objectives based on data collected. Eighty (80) questionnaire were distributed and retrieved from the staff of Gomoa West District Assembly.

Background Information of Respondents

The first section of the questionnaire sought to obtain demographic information of the respondents. This was to enable the researcher to make comparison among the respondents. Information obtained included sex, age group, years of work experience, staff category, department and level of educational qualification. Table 1 presents the distribution of background information of respondents. Table 1 shows the sex distribution of the respondents. Out of the total sample of 80 respondents, 44 representing 55 % were made up of male respondents and 36 representing 45% were females. This indicates that the staff of the Assembly are male dominated.

The study also examined the ages of respondents. From Table 1, it could be noted that, 12 respondents representing 15% were between the age range of 25-30 years while 18 respondents representing 22.5% were within the age range of 31-35 years. Also 24 respondents representing 30% were between the age range of 36 and 40 years. Among the respondents those who were above 41 years were 26 staff, representing 32.5%. The results imply that the Assembly was dominated by young adults who are aged between 31 and 40 years followed by prime-aged adults. The study further examined the years of respondents work experience.

Table 1 again shows that out of the 80 respondents, 30 representing 37.5% had worked with the Assembly between 1 to 5 years, whereas 24 respondents representing 30% had worked with the University between 6 -10 years. Also, 26 respondents representing 32.5% had work 11 years and above with the Assembly.

It is noted from the percentages of respondents work experience decreases with increasing years of length of service to the Assembly. The implication is that majority (37.5%) of the respondents have worked with the Assembly between 1 to 5 years. This category of staff tends to leave the institution during the early years of their appointment. This can be as a result of certain unmet expectations. Differences in the educational levels of respondents may influence their job satisfaction and their job performance in the institution. Table 1 further indicates that, out of the total 80 respondents, 12 of them representing 15% held a first degree and a postgraduate degree respectively, while 24 respondents representing 30% held diploma or HND.

Table 1: Background Information of Respondents

Background information	Frequency	Percentage (%)
<i>Sex</i>		
Male	44	55.0
Female	36	45.0
<i>Age Range (years)</i>		
25-30	12	15.0
31-35	18	22.5
36-40	24	30.0
41-50	8	10.0
51-above	18	22.5
<i>Years of Work Experience (years)</i>		
1-5	30	37.5
6-10	24	30.0
11-above	26	32.5
<i>Educational level</i>		
JHS	6	7.5
SHS	12	15.0
Diploma/HND	24	30.0
Degree	12	15.0
Postgraduate	12	15.0
Others	14	17.5
<i>Department</i>		
Administration	36	45.0
Transport	6	7.5
Accounts	6	7.5
Others	32	40.0
<i>Staff Category</i>		
Senior Staff	50	62.5
Junior Staff	30	37.5
Total	80	100

Source: Field survey (2018)

It is therefore clear that the Assembly staff workforce is dominated by Diploma or higher qualification. This implies that, majority of staff in the Assembly possess the required qualification for the performance of their jobs as required of them.

Performance Appraisal Systems used at the Gomoa West District

Assembly

This objective aimed at determining how staff of the Assembly evaluate the performance appraisal systems used at the Gomoa West District Assembly. To answer this objective, the study provided questions to elucidate the extent to which the employees had knowledge of the appraisal systems of the Assembly. Table 2 indicates the overall mean values and standard deviations of the employees' reactions to the questions on a Likert scale with '1' being the lowest level of agreement and '5' the highest level of agreement.

Awang et al. (2010) have established that overall mean values within the range of 1.00-2.32 indicates a low level and an overall mean value between 2.33-3.66 signifies a moderate level while overall mean values between 3.67-5.00 indicates a high level. From table 2, there were eighteen (18) items that were used to measure the performance appraisal systems used at the Gomoa West District Assembly.

Table 2: Performance Appraisal Systems

Indicators	Mean	SD
Appraisal system identifies environmental trends in setting goals	4.10	0.73
Appraisal method manages differences in staff competencies	3.85	0.53
Resourceful staff are rewarded	2.47	1.07
Management appraise employees	3.55	0.92
Employee self-appraisal	2.87	1.23
Employee-employee appraisal	2.27	1.27
Supervisor-subordinate appraisal	2.20	1.12
Department-department appraisal	2.45	1.21
Appraisal based on contribution to performance	2.87	1.40
Management-employee interaction daily	2.82	1.34
Comprehensive appraisal system of recording	2.97	0.96
Appraisal system records incidents during the period	3.27	1.33
My job varies from time to time	2.82	1.09
Different management appraisal	2.87	0.95
Appraisal records are kept in my file	2.90	1.26
Traits required for the job is included in the appraisal process	2.72	1.00
Appraisal system allows for initiatives taken	3.40	1.07
Scale of appraisal is fine-tuned for employee performance	3.65	1.09
Valid N (listwise)	80	80

Source: Field survey (2018)

Mean classification: 1.00-2.32 = Low, 2.33-3.66 = Moderate, 3.67 – 5.00 = High

The overall mean of these items as shown in Table 2 reveals that the overall employees’ reaction to appraisal system identifying environmental trends in setting goals is high ($M = 4.10, SD = 0.73$). Based on these items, it is indicated that the staff are highly satisfied with the appraisal systems that takes notice of environmental trends in setting its objectives. From the perspective of the human capital theory this implies that the Assembly makes

some returns on their investment in appraising the employees by satisfying their demands to a certain extent.

This means that the Assembly can continue with its appraisal strategies for these staff since that will yield a high level of satisfaction among the employees. Measures must therefore be put in place to improve their needs assessment, appropriateness of appraisal system, training delivery etc. to create a higher level of employee satisfaction with their appraisal in the Assembly. This finding conforms to the finding that the assessment of individual employee performance also needs to focus on evaluating employee behavior and work performance and not the personality of the employee (O'Donnell & O'Brien, 1999; Platts & Sobotka, 2010).

Table 2 also reveals that the overall employees' reaction to appraisal method managing differences in staff competencies is high ($M = 3.85$, $SD = 0.53$). Thus, it is indicated that the staff are highly satisfied with the appraisal systems that manages differences in staff competencies. Also, employees' reaction to resourceful staff being rewarded is moderate ($M = 2.47$, $SD = 1.07$). Thus, it is indicated that the staff are moderately satisfied with the appraisal systems that does as it lacks rewards for resourceful employees. Regarding management appraising employees, employees reacted moderately ($M = 3.55$, $SD = 0.92$). Thus, it is indicated that the staff are moderately satisfied with the management conducting their appraisal. Subsequently, employee self-appraisal methods were not frequently utilized as the employees reacted moderately ($M = 2.87$, $SD = 1.23$). In that light, employees were not empowered to conduct self-appraisal in the Assembly. The findings re-echoed the stance of Huselid (1995), Bhatti (2007) and Qureshi's (2007) that

employees within firms contribute for organizational performance and HRM practices can affect individual employee performance through their influence over employees' skills and motivation and through organizational structures that allow employees to improve how their jobs are performed.

Table 2 also reveals that the overall employees' reaction to employee to employee appraisal is low ($M = 2.27, SD = 1.27$). Thus, it is indicated that the staff are not satisfied with the appraisal systems that excludes employees from appraising the performance of their colleagues. Also, employees' reaction to supervisor to subordinate appraisal is low ($M = 2.20, SD = 1.12$). It is indicative that employees are not appraised by their immediate supervisors and hence may lead to a lot of disagreements regarding outcomes of the appraisal system. That notwithstanding, department to department appraisal were conducted moderately in the Assembly ($M = 2.45, SD = 1.21$). The result emphasizes on the findings of Bhatti (2007) and Qureshi's (2007) that productivity is a performance measure encompassing both efficiency and effectiveness. Thus, the growth rate of labour productivity is approximately equal to the difference between the growth rate of output and the growth rate of the number of hours worked in the economy in tandem with periodic performance appraisal schemes (Christopher Gust & Jaime Marquez, 2004).

Table 2 subsequently reveals that the overall employees' reaction to appraisal based on contribution to performance is moderate ($M = 2.87, SD = 1.40$). Thus, it is indicated that the staff are moderately satisfied with the appraisal systems that does not tie their performance to the overall contribution of the Assembly. Nonetheless, employees indicated a moderate ($M = 2.82, SD = 1.34$) management to employee interaction daily. As

communication is important in every organization, the Assembly must ensure that there is a daily interaction from management to employees as it can also enhance performance in the organization. Also, employees moderately ($M = 2.97, SD = 0.96$) accent to the existence of a comprehensive appraisal system in the Assembly. The employees also concur that appraisal system moderately records incidents during the period of work in the Assembly ($M = 3.27, SD = 1.33$). The finding reiterated the stance of Kuvaas (2006) that the relationship between performance appraisal satisfaction and work performance, however, was both mediated and moderated by employees' intrinsic work motivation. The form of the moderation revealed a negative relationship for employees with low intrinsic motivation and a positive relationship for those with high intrinsic motivation.

Table 2 also discloses that the overall employees' reaction to appraisal systems that employ job rotation periodically is moderate ($M = 2.82, SD = 1.09$). Thus, employees can be equipped with requisite skills that can enhance needs assessments for training to be undertaken in the Assembly. Also, employees reacted to appraisal system allowing for initiatives to be taken by employees as moderately satisfactory ($M = 3.40, SD = 1.07$). Lastly, the scale of appraisal being fine-tuned for employee performance was moderately scored ($M = 3.65, SD = 1.09$). This is in congruence with the findings of Mwema and Mwema (2014) that organizations should appraise their employees often through utilized targets, accomplishments, organization goals, time management and efficiency for performance measure purposes as it would lead to increase in employee's productivity. Also, organizations should establish and adopt performance appraisal

systems to aid in providing opportunities to the management in identifying staff training needs, help employees meet performance targets, offer poor performers a chance to improve, help employees on time management through planning and setting of deadlines, enable managers to make informed decisions about promotions and assignments based on applicable facts, improve employee's synergies (Borate et al., 2014; Curado and Teixeira, 2014).

Challenges associated with staff Performance Appraisal System being used at the Gomoa West District Assembly

This objective aimed at assessing the challenges associated with staff performance appraisal system being used at the Gomoa West District Assembly. To answer this objective, the study employed questions that will show the extent to which the employees considered the challenges of the performance appraisal system to be low, moderate or high. Table 3 indicates the overall mean values of the employees' in assessing these challenges.

Awang et al. (2010) have established that overall mean values within the range of 1.00-2.32 indicates a low level and an overall mean value between 2.33-3.66 signifies a moderate level while overall mean values between 3.67-5.00 indicates a high level. From Table 3, there were nine (9) items i.e. resource constraints, negative attitude of supervisors, lack of employee inclusion, weak feedback system, employee victimization, no action on results, negative feedback is demotivating, unfair appraisal system and bias appraisal system that were used to measure the challenges of the performance appraisal systems used at the Gomoa West District Assembly.

Table 3: Challenges associated with staff performance appraisal system

Indicators	Mean	SD
Resource constraints	2.57	0.95
Negative attitude of supervisors	2.42	0.86
Lack of employee inclusion	2.20	1.06
Weak feedback system	3.42	1.16
Employee victimization	3.05	1.14
No action on results	3.47	0.84
Negative feedback is demotivating	2.45	0.74
Unfair appraisal system	2.57	1.16
Bias appraisal system	2.05	0.74

Source: Field survey (2018).

Mean classification: 1.00-2.32 = Low, 2.33-3.66 = Moderate, 3.67 – 5.00 = High

From the Table 3, the overall mean value for resource constraints is moderate ($M=2.57$, $SD=0.95$). This means that, employees moderately agree to the fact that the limited nature of the resources of the organization regarding performance appraisal is inadequate and hence the Assembly must take adequate steps to resource the appraisal process. Also, the employees moderately agreed ($M=2.42$, $SD=0.86$) to the negative attitude of supervisors during the appraisal period and hence poses a greater challenge to the effectiveness of the appraisal system. Subsequently, employees reacted low ($M=2.20$, $SD=1.06$) the lack of employee inclusion in the appraisal system. This suggests that employees are included in the appraisal process of the Assembly. This finding is in line with the fact that employee appraisal is able to bring to the table the direction of each employee while understanding their key roles towards the broader role of the organisation (Ikramullah, Shah, Khan, ul Hassan & Zaman, 2012). Performance appraisal takes into account

the past performances of the employees and focuses on efforts to improve those performances going forward (Coens & Jenkins, 2000).

Table 3 also indicates the overall mean value for the existence of a weak feedback system is moderate ($M=3.42$, $SD=1.16$). This means the Assembly must ensure the introduction of a feedback system that enables the results of the appraisal to be properly communicated to the employees involved. In that light, employees moderately agreed ($M=3.05$, $SD=1.14$) to the victimization of employees during the appraisal process. This action by supervisors comprises to a large extent the outcome of the appraisal process. However, the employees also intimated moderately ($M=3.475$, $SD=0.84$) to no-action syndrome that have characterized the appraisal system. In that regard, employees are compelled to render the appraisal process unimportant. These findings support the ideas of organising trainings to improve the weakness of the employees after performance appraisal is very much sound, in reality most organisations do not undertake such initiatives after performance appraisal exercise further deepening the woes of employees (Martey, 2002).

Table 3 also indicates the overall mean value for the negative feedback being demotivating is moderate ($M=2.45$, $SD=0.74$). This means the Assembly must ensure the proper communication of the results from the appraisal process in such a manner that would not demoralise employees but rather serve as a basis for employee training and development. Subsequently, the employees moderately agree ($M=2.57$, $SD=1.16$) to the unfair nature of the appraisal system. In that regard also, employees indicated a low agreement ($M=2.05$, $SD=0.74$) to the appraisal system indicating that the system is not bias. These findings are congruent to Boachie-Mensah and Awini (2012) posit

that achieving effective appraisal feedback rest on determination of job performance, how performance is observed and reasons for their communication. Timely feedback is useful for employee progress at work and optimal performance (Coens & Jenkins, 2000).

Performance Appraisal on Employees' Performance of Gomoa West

District Assembly

This section examines the effect of performance appraisal on employees' performance. A regression analysis was done using SPSS and the output of the analysis are seen in Tables 4 and 5 with performance appraisal as the independent variable and employee performance as the dependent variable. Table 4 gives the model summary of the output. Table 4 displays R, R², adjusted R squared, and the standard error. R is the Pearson product moment correlation coefficient which indicates the strength and direction of the linear relationship between the dependent variable (employee performance) and the independent variable (performance appraisal).

Hence from Table 4, performance appraisal and employee performance are positively correlated, and the strength of the relationship is strong at 0.765. the R², the coefficient of determination is the proportion of variation in the dependent variable explained by the regression model. Respondents were asked to indicate whether they agreed or disagreed to the statements in a 5-point Likert scale.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.765 ^a	0.585	0.580	0.78495

a. Predictors: (Constant), APPRA

Source: Field survey (2018)

It is clear from the model that performance appraisal positively affects employee performance. This confirms the findings of Iqbal, Ahmad, Haider, and Batool (2013) that there is positive relationship between performance appraisal and employee's performance. Thus, the Assembly can use appraisal system as a strategic approach by integrate it with business policies and HR practices and can improve the performance standards of its employees.

From the Table 4, the R Square of 0.585 reveals that 58.5% of the variations in the dependent variable (employee performance) is explained by performance appraisal practices at Gomoa West District Assembly. The relationship between performance appraisal and work performance, however, was both mediated and moderated by employees' intrinsic work motivation.

The report on the Analysis of Variance (ANOVA) shows that the regression equation fits the understudy data because the regression was significant with F being 109.940 at .000 significant level. This is presented in Table 5.

Table 5: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	67.740	1	67.740	109.940	.000 ^b
	Residual	48.060	78	.616		
	Total	115.800	79			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), APPRA

Source: Field survey (2018)

Table 5 is the ANOVA table which provides the test significance for R and R² using the F-statistic. The F statistic is the regression mean square (MSR) divided by the residual mean square (MSE). If the significance value of the F statistic is small (smaller than say 0.05) then the independent variables do a good job explaining the variation in the dependent variable. In this analysis, the p-value is well below .05 ($p < .000$). Therefore, it can be concluded that the R and R² between performance appraisal and employee performance is statistically significant and hence performance appraisal at Gomoa West District Assembly can significantly influence employee performance. Table 6 provides information that is useful for understanding the regression equation. Under the column marked unstandardized coefficient and sub-column B, the numerical value for the first row, labelled (constant), is the value for the intercept (a) in the regression equation. The numerical value on the second row, labelled as performance appraisal in this case (representing the independent variable) is the value for the slope (b) for the regression equation. Based on these results, the researcher can report the following regression equation, predicting workers' performance based on the available performance appraisal.

$$Y (\text{employees' performance}) = 18.587 + 0.834X (\text{performance appraisal}).$$

Taking the values for the slope and intercept in the resulting regression equation, the researcher can make the following accessions: According to the intercept, when there is no performance appraisal system available to workers, thus when it is zero, the workers' performance will be 18.587, and according to the slope, any performance appraisal given will lead to an increase in employees' performance by (83.4%). Therefore, performance appraisal of workers have strong significant influence on their work performance.

Table 6: Coefficients^a

Model	Unstandardized		Standardize	T	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	18.587	1.641		11.326	.000
1 performance Appraisal	.834	.071	.758	7.490	.000

a. Dependent Variable: Employees Performance

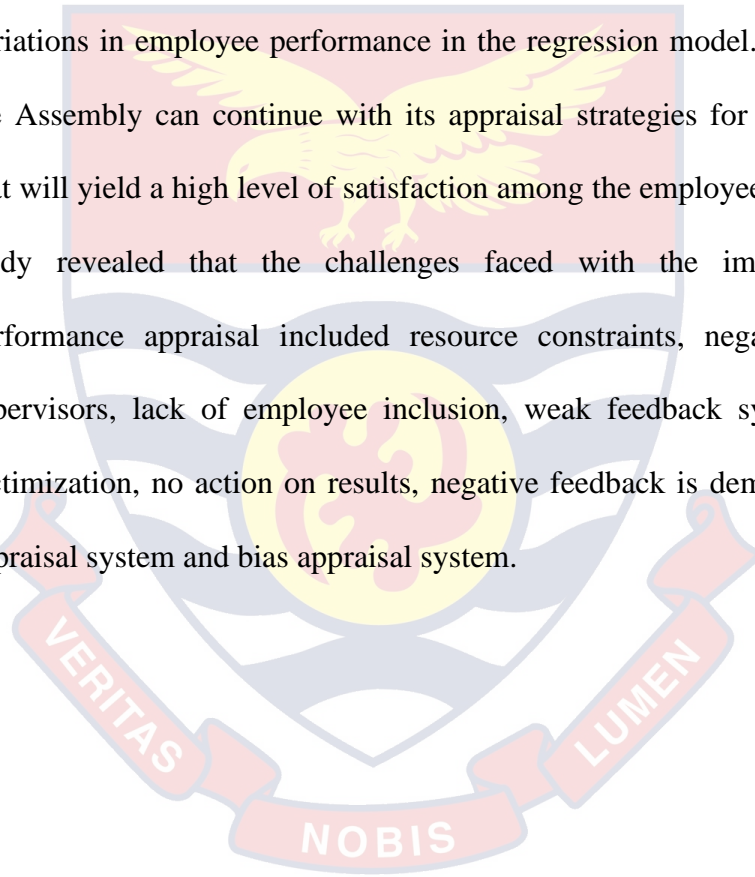
Source: Field survey (2018)

The study confirms the findings of Mwema and Mwema (2014) that organizations should appraise their employees often through utilized targets, accomplishments, organization goals, time management and efficiency for performance measure purposes as it would lead to increase in employee's productivity. Also, the finding is consistent with Iqbal, Ahmad, Haider, and Batool (2013) that there is positive relationship between performance appraisal and employee's performance. Further, the findings are congruent

with Kuvaas (2006) whose study showed that performance appraisal lead to increase in employee's productivity.

Chapter Summary

Retrieved data was processed with SPSS and analysed with frequencies, means, standard deviation and linear regression. The study revealed that performance appraisal is statistically significant in explaining the variations in employee performance in the regression model. This means that the Assembly can continue with its appraisal strategies for these staff since that will yield a high level of satisfaction among the employees. Moreover, the study revealed that the challenges faced with the implementation of performance appraisal included resource constraints, negative attitude of supervisors, lack of employee inclusion, weak feedback system, employee victimization, no action on results, negative feedback is demotivating, unfair appraisal system and bias appraisal system.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMENDATIONS

Introduction

This chapter presents the summary, conclusions and recommendations of the study. Whiles the summary presents a concise overview of the research problem, objectives, methodology and findings, the conclusions cover the overall results concerning the findings of the study with regard to the hypothesis. Finally, this chapter provides recommendations for policy makers and direction for future research. The study has been guided by the following objectives;

1. Assess performance appraisal systems used at the Gomoa West District Assembly.
2. Examine the challenges associated with staff performance appraisal system being used at the Gomoa West District Assembly.
3. Examine the effect of performance appraisal on employees' performance at the Gomoa West District Assembly

Summary of findings

The study was conducted on performance appraisal and employees' performance at the Gomoa West District Assembly. It evaluated the performance appraisal systems; the challenges associated with staff performance appraisal system being used; and ascertained the effect of performance appraisal on employees' performance at the Gomoa West District Assembly.

The target population for the study comprised all staff in both the Junior and Senior Staff category of the the Gomoa West District Assembly. The Krejcie and Morgan (1970) sample size determination table was used to select a sample size of 80 respondents for the study. This implies that the sample for the study represents 80% percent of the total number of staff in the Assembly. Simple random sampling technique was used to select the number of respondents from target population. Therefore, 80 respondents were randomly selected from the Junior and Senior Staff category for this study. The study employed a structured questionnaire as the instrument for data collection to obtain data on the demographic features of respondents and the variables being studied.

The regression model was used to examine the actual contribution of performance appraisal on employee performance. The dependent variable was employee performance; measured in six dimensions including increased professional development, improved efficiency, enhanced reward systems, improved decision making, recognizing training and development needs and employee motivation. The independent variable explanatory variable in the regression equation was performance appraisal. The descriptive aspect was processed with SPSS and analysed with frequencies, means and standard deviation. The inferential aspect was also processed with SPSS and analysed with linear regression.

Empirically, the study revealed that performance appraisal is statistically significant in explaining the variations in employee performance in the regression model. The descriptive statistics results of the study revealed that the staff are highly satisfied with the appraisal systems that takes notice of

environmental trends in setting its objectives. From the perspective of the human capital theory this implies that the Assembly makes some returns on their investment in appraising the employees by satisfying their demands to a certain extent. This means that the Assembly can continue with its appraisal strategies for these staff since that will yield a high level of satisfaction among the employees. Measures must therefore be put in place to improve their needs assessment, appropriateness of appraisal system, training delivery etc to create a higher level of employee satisfaction with their appraisal in the Assembly. This finding conforms to the finding that the assessment of individual employee performance also needs to focus on evaluating employee behavior and work performance and not the personality of the employee.

Moreover, the study revealed that the challenges faced with the implementation of performance appraisal included resource constraints, negative attitude of supervisors, lack of employee inclusion, weak feedback system, employee victimization, no action on results, negative feedback is demotivating, unfair appraisal system and bias appraisal system. With respect to the final objective of this study, it was shown that performance appraisal had a strong positive effect on employee performance in the Gomoa West Assembly.

Conclusions

The following conclusions are made based on the analysis and findings of this study. Performance appraisal exercises that are carried out in Gomoa West District Assembly have good consequences on the staff regardless of its underpinning challenges. Thus, employees were satisfied with the

performance appraisal methods and techniques. On the whole the study revealed that performance appraisal had a positive effect on employee performance of staff in the Gomoa West District Assembly. This study intended to predict the real effect performance appraisal has on the employee performance of the staff. The results of this study lead to the conclusion that Performance appraisal among both junior and senior administrative staff has had a high and positive effect on their performance, which includes work performance behaviours such as learning new tasks, technologies and procedures, adapting to culture or fellow employees and physical surroundings, dealing with uncertain or unpredictable work situations and solving problems creatively forms.

The study finally concludes that there are some other factors that could be having a larger effect on the employee performance of staff in the Gomoa West District Assembly. For example, these factors could be: nature of remuneration, promotion issues, superior-subordinate relationships, availability of resources, the nature of the work environment etc. This study, as part of others, has added to the growing body of literature on the effect of performance appraisal on the employee performance of this category of employees in organisations. It is anticipated that, other studies that will be carried out in the future will draw and make inferences from this study and build upon it so that there shall be the achievement of better understanding into the effect of performance appraisal on the employee performance of administrative staff in organizations.

Recommendations

The following recommendations are made, based on the findings and conclusions of the study. The first recommendation is with respect to the challenges in the performance appraisal system. This study has concluded that there is a moderate perception to overall satisfaction of performance appraisal programs among staff in the Gomoa West District Assembly. This study recommends that to generate higher levels of satisfaction with performance appraisal, management of the Gomoa West District Assembly must ensure that specific learning goals are set for staffs, better learning aids are employed and effective assessment of knowledge and skills acquired are conducted during training and staffs are given an opportunity to employ knowledge received from training. Management of the Gomoa West District Assembly must constantly employ strategies that empowers staffs to transfer what they learn during the appraisal period.

The study also recommends that feedback is very important to the performance appraisal exercise, as such, it is relevant for management of the Gomoa West District Assembly to employ strategic measures to improve feedback system. This could be achieved by involving experts in the appraisal process to ensure that feedbacks are immediately communicated after the exercise. This is because feedback in itself could be a motivational influence towards their capacity building. Also, performance appraisal should directly link to training and development of the weakness of the appraisees. Thus, based on the outcome of the appraisal, employees should be trained to develop their potentials in their areas of specialisation.

Suggestions for Future Research

Future studies should concentrate on quantitative analysis of the determinants of fairness and satisfaction of employees towards performance appraisals. Again, studies should concentrate on the extent to which appraisal feedback contribute to positive perception of performance appraisal. Finally, there should be a quantitative study on the relationship between employees' background characteristics and perception towards performance appraisals as it would broaden the scope of understanding performance appraisal.



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APPENDIX

UNIVERSITY OF CAPE COAST

COLLEGE OF HUMANITIES AND LEGAL STUDIES

SCHOOL OF BUSINESS

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

QUESTIONNAIRE

Research Topic: Performance Appraisal and Employee Performance: A case of Gomoa West District Assembly.

Dear Sir/Madam,

I am a student researcher from the above University pursuing an MBA programme and a study on the topic mentioned above.

I will therefore be very grateful if you could kindly spare me a bit of your busy schedule to answer these questions to enable me achieve the objectives of the study. This is purely an academic exercise and you can be assured that all information provided herein will be treated with the utmost degree of confidentiality.

SECTION A: BACKGROUND INFORMATION

1. Please indicate your department
(a) HRM [] (b) Administration [] (c) Works [] (d) Transport []
(e) Accounts [] (f) Procurement [] (g) Health/Sanitation []
2. Which of these category of staff do you belong?
(a) Senior Staff [] (b) Junior Staff []
3. Please indicate your gender
(a) Male [] (b) Female []
4. Indicate your age

- (a) 25 – 30 [] (b) 31-35 [] (c) 36-40 [] (d) 41-50 [] (e) 51-55 []
 (f) 56-60 []

5. What is your level of education?

- (a) Masters/Postgraduate []
 (b) First Degree []
 (c) HND []
 (d) SHS []
 (e) JHS []

6. How long have you worked at the District Assembly?

- (a) 1 – 5 years [] (b) 6 – 10 years [] (c) 10 years and above []

SECTION B: PERFORMANCE APPRAISAL SYSTEMS.

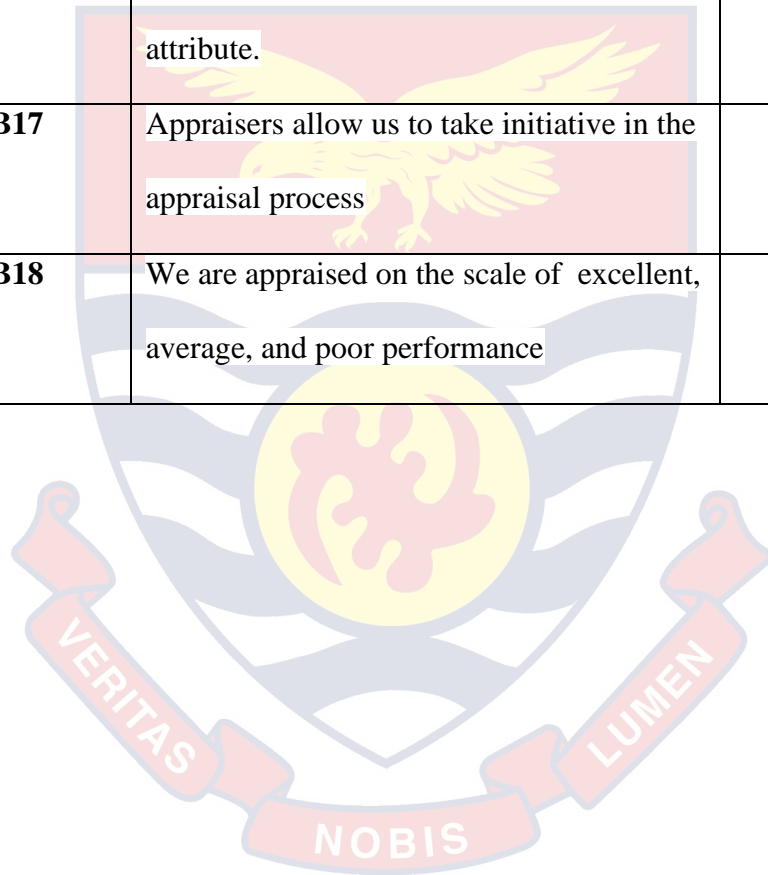
To what extent do you agree with the following statements?

Where: 1- Strongly disagree; 2-Disagree; 3-Undecided; 4- Agree and 5- Strongly Agree.

		1	2	3	4	5
B1	The appraisal system identifies environmental trends to drive the setting of objectives to meet workforce requirements.					
B2	The appraisal method has the ability to understand and manage differences in staff competencies and needs for better goal attainment.					
B3	Resourceful staffs are rewarded for their contributions to the success of set objectives through memos and awards					

		1	2	3	4	5
B4	Our managers themselves appraise us					
B5	Managers believes that we are more familiar with our work and allows us to appraise ourselves					
B6	Management allows co-workers to appraise us since they are more directly affected by our actions					
B7	Sometimes our subordinates are asked to appraise us					
B8	employees in a particular department are ranked based on their value to the manager or supervisor.					
B9	ranked based on their relative contribution and performance.					
B10	Managers interact with each employee on a day-to-day basis.					
B11	Supervisors records examples of my effective and ineffective behaviour during the time period between evaluations					
B12	The appraiser formally record the incidents that occurred over the time period.					
B13	My job vary greatly from time to time					

		1	2	3	4	5
B14	Different managers record our past performances					
B15	Each manager writes a an essay of my past performances and puts on ma file					
B16	Managers lists traits required for the job and asks the appraisers to rate us on each attribute.					
B17	Appraisers allow us to take initiative in the appraisal process					
B18	We are appraised on the scale of excellent, average, and poor performance					



SECTION C: PROCESSES INVOLVED IN PERFORMANCE

APPRAISAL.

To what extent do you agree with the following statements?

Where: 1- Strongly disagree; 2-Disagree; 3-Undecided; 4- Agree and 5- Strongly Agree.

		1	2	3	4	5
C14	Sufficient notice is given to employees ahead of time.					
C15	The appraisal process is fair.					
C16	The appraisal interview is designed to be a constructive, two-way discussion of performance.					
C17	The appraisal process is to enable goal setting.					
C18	The workers are encouraged to participate in appraisal discussions.					
C19	Workers are provided with regular feedback.					
C20	Feedback provided is constructive.					
C21	Progress towards goals are reviewed at regular intervals					
C22	Appraisal process presents opportunity for feedback					

SECTION D: CHALLENGES OF PERFORMANCE APPRAISAL.

To what extent do you agree with the following statements?

Where: 1- Strongly disagree; 2-Disagree; 3-Undecided; 4- Agree and 5- Strongly Agree.

		1	2	3	4	5
D1	The needed resources are unavailable to carry out an effective appraisal.					
D2	Supervisors do not display the right attitude to help the process.					
D3	We are not involved in the performance appraisal process.					
D4	Results from performance appraisal are not always communicated us.					
D5	Some workers are victimized through the appraisal process.					
D6	Results are not acted upon.					
D7	Negative feedback from appraiser demotivates me					
D8	The process is often unfair					
D9	The process is bias					

**SECTION E: EFFECT OF APPRAISAL SYSTEMS ON EMPLOYEE
PERFORMANCE**

To what extent do you agree with the following statements?

Where: 1- Strongly disagree; 2-Disagree; 3-Undecided; 4- Agree and 5- Strongly Agree.

			1	2	3	4	5
E1	Appraisal helps in my professional development.						
E2	Appraisal helps in identifying factors that affect performance.						
E3	Appraisal ensures the development of reward systems.						
E4	Appraisals confirm administrative decisions, e.g. compensation, promotion, placement.						
E5	Appraisals determine training and development needs.						
E6	As employee, I believe that feedback reflects my performance.						

Thanks so much for the response to the question