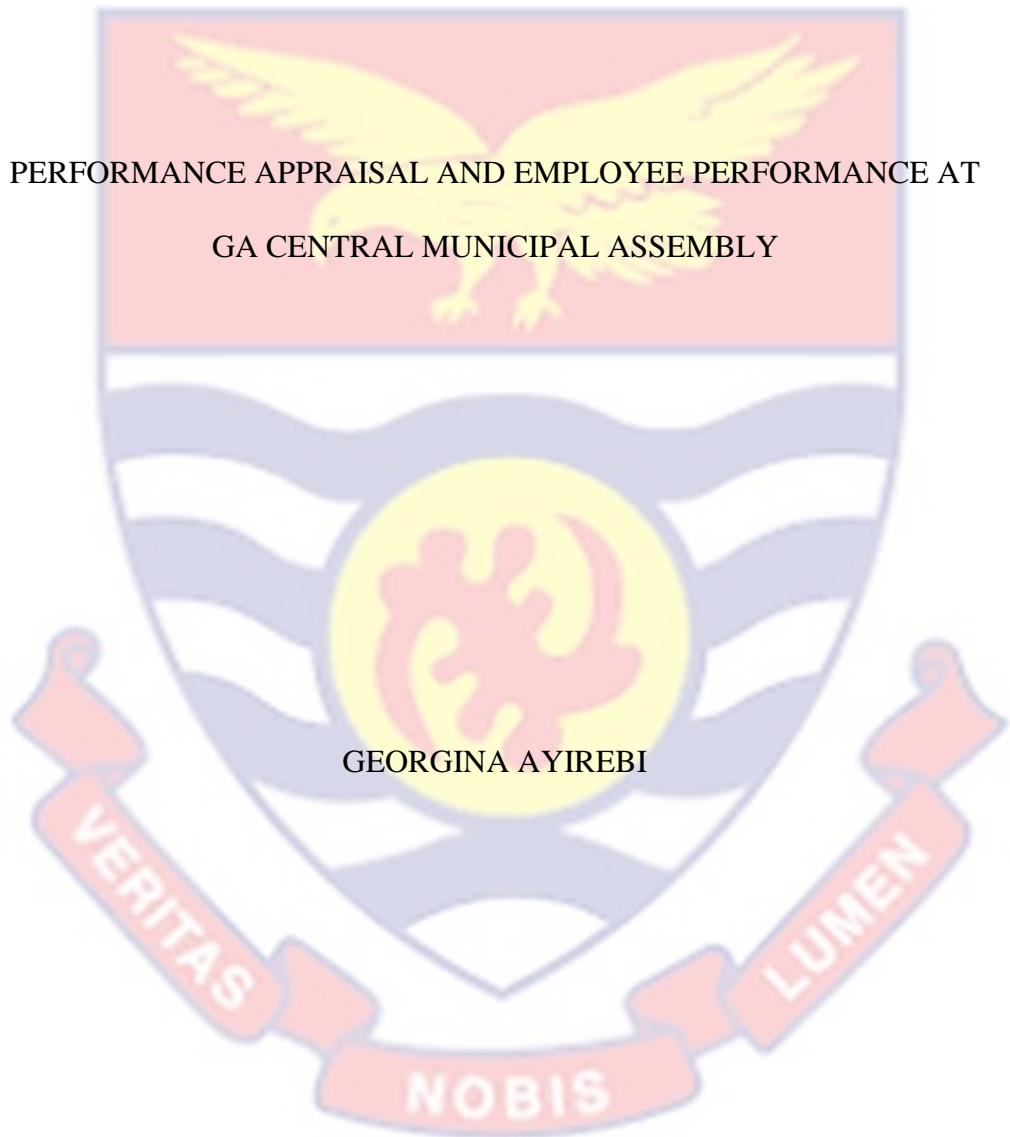


UNIVERSITY OF CAPE COAST

PERFORMANCE APPRAISAL AND EMPLOYEE PERFORMANCE AT  
GA CENTRAL MUNICIPAL ASSEMBLY



GEORGINA AYIREBI

2022

UNIVERSITY OF CAPE COAST

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BY

GEORGINA AYIREBI

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

MAY 2022

## DECLARATION

### Candidate's Declaration

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

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

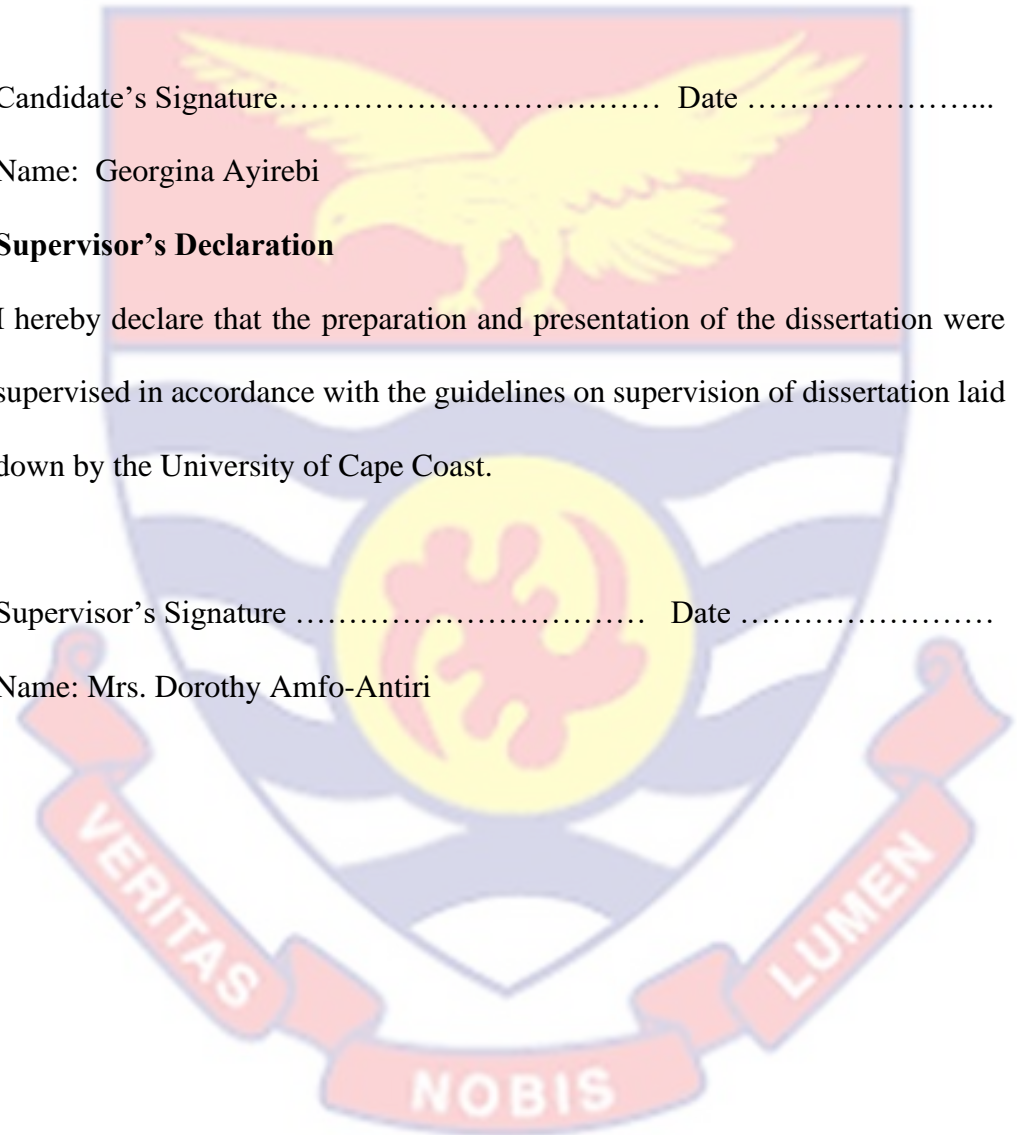
Name: Georgina Ayirebi

### 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: Mrs. Dorothy Amfo-Antiri



## ABSTRACT

The influence of performance appraisal on the performance of Ga Central Municipal Assembly staff was investigated in this study (GCMA). It specifically assessed the performance appraisal method, applicable at the assembly; assessed staff perception of performance appraisal, and the effect of performance appraisal on staff performance. The study was underpinned by the goal and equity theories, while the quantitative approach and descriptive survey design were employed. It randomly selected 113 staff at the assembly and used structured questionnaires to gather its primary data. A valid response rate of 91.15 percent was achieved and the data was processed using IBM SPSS Statistics version 26. Data analysis was carried out through descriptive (percentages, mean and standard deviation scores) and linear regression statistical tools. This study found the self-assessment method as the most applicable at the assembly. Also, the study found a significant, positive and moderate influence of performance appraisal on staff performance. It, therefore, concluded that performance appraisal plays a substantial role in enhancing performance of staff of GCMA. It was recommended that management of GCMA should develop comprehensive strategies to improve its performance appraisal methods; invariably promoting staff performance.

**KEYWORDS**

Performance appraisal

Employee performance

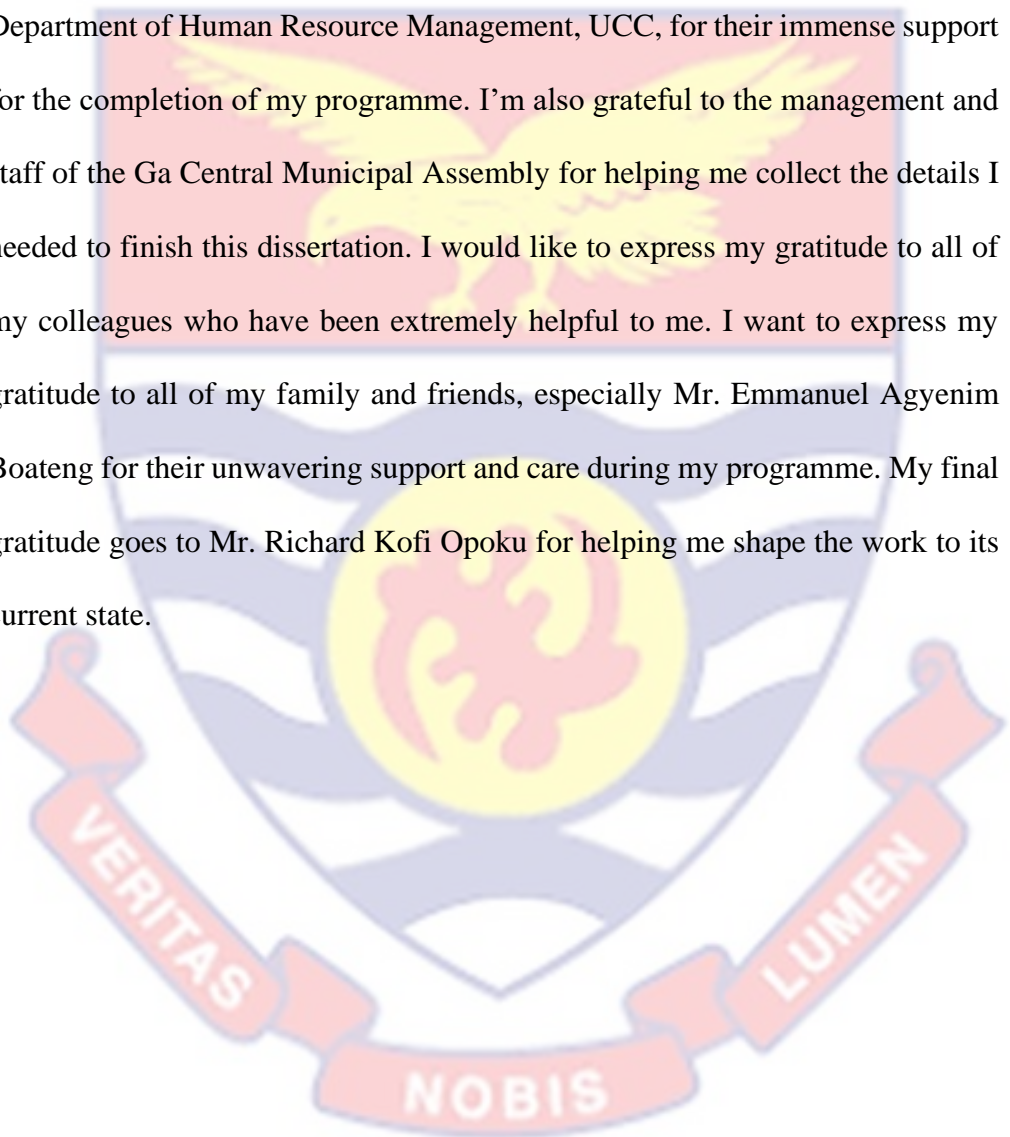
Ga Central Municipal Assembly



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## DEDICATION

To my loving family especially my children: Eunice Owusu Ayirebi, Prince

Owusu Ayirebi and Priscilla Owusu Ayirebi



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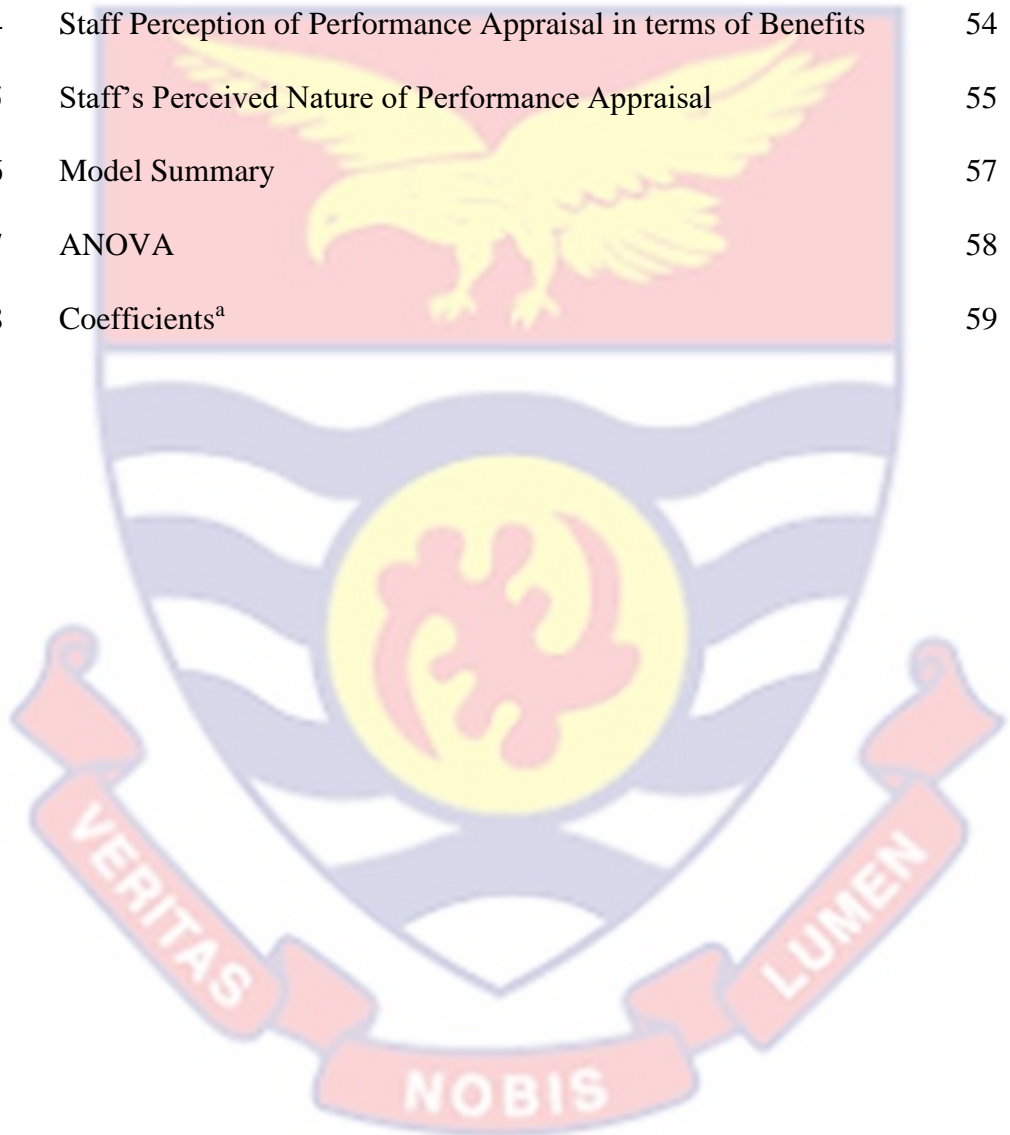


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## LIST OF ACRONYMS

EP	Employee performance
GCMA	Ga Central Municipal Assembly
PA	Performance appraisal



## CHAPTER ONE

### INTRODUCTION

Performance appraisal is increasingly becoming a key aspect of organisation's strategic approach to managing human resource. It is regarded as a generic concept that covers the various organisational activities aimed at assessing, developing and rewarding employees. In recent times, organisations including public institutions strongly emphasise on performance appraisals in order to promote employees' wellbeing and invariably performance levels. According to the goal setting theory, organisations that aim at achieving their expected goals need to constantly assess and evaluate their employees' performance levels to ensure continuous improvement. However, the performance appraisal practices at Ga Central Municipal Assembly (GCMA) largely remain unclear likewise their influence on employee performance. This study, therefore, examines performance appraisal and its influence on employee performance at GCMA.

#### **Background to the Study**

The roles of human resource in any organisational setting can never be overemphasized (Ismail, Majid, Jibrin-Bida & Joarder, 2019; Gerrish, 2016; Owoyemi & George, 2013). As such, various organisations including public institutions strive to monitor and evaluate their employees' performance levels through performance appraisal (Ma, 2017; Ljungholm, 2015). Performance appraisal serves as a standard practice in public institutions simply because it is valuable in promoting public accountability (Ma, 2017). It is seen as a formal and well-structured system aimed at measuring and evaluating the job, related behaviours and outcome of an employee in order to ensure improved

performance levels (Nwanolue, Obiora & Ezeabasili, 2018; Hvidman & Anderson, 2016). It is seen as an effective tool for managing human resource.

According to Akinbowale, Lourens and Jinabhai (2013), performance appraisal involves identifying, analysing and evaluating information about employees. Arguably, performance appraisal has undeniably become an aspect of strategic approaches public institutions in both developed and developing economies adopt to integrate human resource activities with existing policies and practices (Wanjala & Kimutai, 2015; Adofo, 2011). Performance appraisal provides employees with feedback; serving as an avenue for personal and career development (Nambi, 2018; Evaline & Bula, 2017; Mwale, 2016). It has been found to include critical incidents, ranking appraisal, graphic rating scale, balance score card, management by objectives, checklist scale and work standards approach (Ali, 2019; Solomon, 2019; Jones, 2014; Owoyemi & George, 2013; de Lancer Julnes, Berry, Yang & Aristigueta, 2008).

According to the goal setting theory propounded by Edwin Locke in 1968, setting clear organisational goals stimulate employees to improve their performance levels (Locke & Latham, 2012; Lunenburg, 2011). As such, employees executing such goals need to be constantly appraised to ensure they meet expectations; achievable through performance appraisal. Similarly, the equity theory also explains that employees behave in a specific manner based on perceived outcome (De Simone, 2015). Thus, expected outcomes serve as motivational tools in support of whatever course of action employees undertake. As such, employees' performance levels need to be regularly appraised through performance appraisals in order to predict the causes of their actions and behaviours in a bid to ensure continuous performance improvement.

In developed economies such as USA, France, Germany, Russia and more recently China, organisations have developed more sophisticated technologies in bid to improve upon the effectiveness of performance appraisal systems (Chowdary, Amarnath & Krishna, 2013; Prasad, Vaidya & Kumar, 2016). They revealed that about 41% - 47% of public institutions in such developed economies rely on performance appraisals which help them to realise their strategic purposes and enhance effective working processes. This is accomplished by focusing on weak improvable points while continuously improving individual performances and processes (Frimpomaa, 2014; Prasad et al., 2016).

However, performance appraisal is a relatively new human resource technique in developing economies such as Ghana; only a few public organisations are increasingly emphasising performance appraisal to discover their employees' strengths and deficiencies (Ismail, Majid, Jibrin-Bida & Joarder, 2019; Frimpomaa, 2014). These organisations have recognised that performance appraisal is a motivational tool for staff assessment, communicate expected performance levels and provide feedback. Performance appraisal has, therefore, been linked with improving employee performance in various organisational settings (Rahahleh, Alabaddi & Moflih, 2019; Okeny, 2018; Bano, 2018). Organisations that adopt performance appraisal are able to evaluate employee performance and provide relevant policies and strategies to ensure continuous improvement.

A study by Zekeri, Olusegun, Mayowa and Sunday (2019), for instance, revealed that implementing performance appraisal in any organisational settings notably deposit money banks is linked with improvement in performance levels



of staff. Similarly, Babakatun, Isaac and Mustapha (2020) revealed that performance appraisal positively affects performance of staff in some selected private clinics in Nigeria. Other related studies have reported similar findings (Moraa & Datche, 2019; Nwanolue et al., 2018); indications of valuable contributions of performance appraisal to promoting better employee performance. Although, performance appraisal has largely been found to improve employee performance in both private and public institutions (Imran, Hamid, Aziz & Wan, 2019; Tabassum, 2012), the extent to which they enhance performance of employees at Ga Central Municipal Assembly largely remain unknown.

Like any other public institution, performance appraisal could play vital roles in achieving the goals of district assemblies in Ghana notably Ga Central Municipal Assembly (GCMA). Ga Central Municipal Assembly was inaugurated by the Legislative Instrument 2135 (2012) with nine electoral areas. According to the 2010 Population and Housing census, the district has a population of 117,220 (Ghana Statistical Service, 2010) and the assembly has been mandated to oversee the wellbeing of the populace in the district; achievable through its employees. The purpose of the GCMA is to provide effective development control, eliminate socio-economic disparities, and accomplish rapid poverty reduction while maintaining good governance (GCMA report, 2017).

To achieve its core mandate, authorities of the assembly need to be mindful of employees' performance levels by regularly carrying out performance appraisal. Despite the presence of an appraisal tool, the challenges associated with it coupled with its effect on employee performance remain

scanty. It also remains unknown the staff's general perception of the performance appraisal coupled with the perceived benefits. It is vital for authorities of GCMA to identify staff perception of performance appraisal in a bid to ensure continuous performance improvement in order to achieve set goals of the organisation. It is to note that, employees are the actual users of the system; thus, failure to document their perceptions could have severe negative impacts on their motivation, satisfaction, commitment and invariably performance levels. The study, therefore, examines the effect of performance appraisal on employee performance at GCMA.

### **Statement of the Problem**

Performance appraisal is regarded as a key aspect of human resource management (Abane & Phinaitrup, 2017; Walker, Damanpour & Devece, 2011; Mmieh, Mordi, Singh & Asiedu-Appiah, 2011). It is relevant for evaluating employees' workplace behaviours in order to identify and overcome various challenges facing them (Siaguru, 2011). Despite its associated benefits, Sepahvand et al. (2019) and Mahajan and Raheja (2014) argued that performance appraisal is likely to have negative influence on employee and organisational performance levels. As such, organisations that poorly appraise their employees are likely to result in poor employee productivity, job dissatisfaction and invariably high intentions of quitting their respective work roles. Public institutions in most developing economies including Ghana, are largely exposed to poor employee performance levels; attributable to poor acceptance of performance appraisal (Dauda, 2018).

Although it is evident that performance appraisal significantly influences employee performance (Kwao, 2019; Sing & Vadivelu, 2016;

Wanjala & Kimutai, 2015; Radebe, 2015; Rowland & Hall, 2012), comparatively minimal attention has been given to its practices among public institutions in Ghana, more precisely Ga Central Municipal Assembly (GCMA). Dauda (2018) revealed that about 76.8% of employees in most Ghanaian public institutions including district assemblies perform below expectations; contributing to poor economic development. Practically, GCMA is among the least performing district assemblies in the Greater Accra region. This is because, the assembly has struggled to execute most of its projects leading to poor road networks, poor health facilities, inadequacy of basic amenities including portable water, electricity and housing units (GCMA, 2017).

These are clear indications of a struggling district assembly which could be attributed to appalling employee performance. Previous studies have attributed poor employee performance to various factors such as job stress, reward system, work life balance of which performance appraisal which aims at monitoring and evaluating performance of employees can never be overemphasised (Dauda, 2018; Ricci, 2016; Tenakwah, 2015). Previous studies have focused on both developed (Hvidman & Andersen, 2016; Ricci, 2016) and developing economies (Dauda, 2018; Tenakwah, 2015; Dwomoh, 2014; Adofo, 2011; Padovani, Yetano & Orelli, 2010), however, none of them focused on the study area despite the numerous challenges associated with implementing performance appraisal and subsequently how they influence employee performance. Therefore, this study aims at bridging existing research gap by examining the effect of performance appraisal on employee performance at Ga Central Municipal Assembly (GCMA).

### **Purpose of the Study**

The purpose of the study is to examine how performance appraisal affect employee performance at Ga Central Municipal Assembly.

### **Research Objectives**

Specifically, the study aims to:

1. assess the performance appraisal methods adopted at the assembly;
2. assess the perception of staff about performance appraisal at the assembly.
3. assess the performance of employees in the assembly.
4. assess the specific work behaviours and actions of individuals in the assembly
5. examine the effect of performance appraisal on employee performance at the assembly.

### **Research Questions**

The following research questions guided the study:

1. What are the performance appraisal methods adopted at the assembly?
2. What are the staff's perceptions of performance appraisal at the assembly?
3. What is the effect of performance appraisal on employee performance at the assembly?

### **Significance of the Study**

Organisations that implement performance appraisal systems generally have high expectations among staff, but, in most instances, these expectations practically lead to conflicts, poor work attitudes, dissatisfactions and resistance other than anticipated positive outcomes. As such, the study's outcome is

expected to benefit key stakeholders including policy makers, authorities of Ga Central Municipal Assembly and researchers. Specifically, the study's outcome would assist authorities in this assembly to identify their staff' perceptions in relation to preference and challenges associated with existing performance appraisals. These findings would practically inform implementation of suitable performance appraisals in order to curb the current negative attitudes and in turn produce positive results.

Also, the study's outcome would provide deeper understanding of performance appraisal systems in local governance administration to policy makers like Ministry of Local Government and Rural Development. This would help them revise and subsequently improve existing performance appraisals; invariably employee performance. Finally, the study's outcome would contribute to existing literature on performance appraisal systems and in turn assist researchers in acquiring adequate information needed to conduct their studies in developing countries, more specifically Ghana.

### **Delimitations**

The study was limited to the views and opinions of staff of Ga Central Municipal Assembly within the Greater Accra region of Ghana. As such, perceptions of staff other than those in this assembly were ignored. Also, the study was limited to examining the effect of performance appraisal on employee performance at Ga Central Municipal Assembly. The study also focused on identifying staff perceptions regarding preference and challenges associated with existing performance appraisal. However, other municipal assemblies in the region and country as a whole were excluded.

### **Definition of Terms**

**Performance appraisal:** It is a systematic assessment and evaluation of employees' performance in order to understand their abilities to ensure continuous growth and development (Ma, 2017).

**Employee performance:** It is the action or behaviour that is relevant to achieving organisations goals (Pradhan & Jena, 2017).

### **Organisation of the Study**

The study was organised into five chapters: Chapter one presented the study's introduction and discussed key issues including background, statement of the problem and research objectives. Chapter two also presented this study's literature review with respect to theoretical review, conceptual review, empirical review and conceptual framework. Chapter three described the study's methodology in terms of research approach, design and data processing and analysis. The results and discussion of data was carried out in Chapter four; whereas, Chapter five presented the summary, conclusions drawn and recommendations to policy makers. The chapter concluded with suggestions for further research.

### **Chapter Summary**

The chapter focused on the background of the study, research problem, research questions and objectives, significance of the study.

## CHAPTER TWO

### LITERATURE REVIEW

The aim of this chapter is to present the literature review aspect of the study. It specifically discusses the theoretical review, conceptual review, empirical review and concludes with a conceptual framework in line with the study's research objectives.

#### **Theoretical Review**

For the purpose of this study, two theories that commonly act as the bases for explaining performance appraisal were used. These are the goal theory and control theory.

#### **Goal Setting Theory**

Theories such as motivation and need theories have been proposed in order to better understand what underlying goals determine certain types of behaviour. Latham and Locke's work in 1990 is credited with introducing the goal theory. Human beings (workers) are motivated to perform when they sense a reward for completing specified tasks or behaviours, according to the hypothesis (Locke & Latham, 2012). More precisely, this theory suggests that employees are highly likely to perform better or put up a said behaviour when they perceive or expects a reward; The employee should, however, be informed about the perceived benefit. According to Akuoko (2012), goal setting aids in motivating and boosting performance, particularly when the goals are difficult yet acceptable to employees, and feedback is provided on a timely basis.

According to goal theory, an effective goal must include four elements: proximity, difficulty, specificity, and feedback (Locke & Latham, 2019). When the time between reaching out and the end state is short, the objective is said to

be close. It is moderately challenging, not too easy to carry out, provides some hurdles, but is not overly demanding, making success appear achievable. The employee must grasp what he or she is expected to do in order to perform and complete the objective because of the goal's specificity. A defined aim helps to focus attention on that goal and away from distractions. Feedback is critical for determining how far you've come toward your objective (Lunenburg, 2011). Feedback allows employees to determine whether their level of effort is adequate and in the right direction, or whether they need to make adjustments.

In addition, the goal theory considers four mechanisms that link goals to performance outcomes. First, goals direct employees' attention to priorities; that is, when particular goals are defined for employees, they are motivated to focus on the most important aspects of achieving the goals (Lăzăroiu, 2015). Second, goals motivate employees to work harder and more effectively. When set goals are linked to a specific reward system, employees are motivated to work harder and more successfully. Third, goals force employees to apply their knowledge and talents in order to improve their chances of success within the company. Fourth, when a goal is sufficiently difficult, more employees are motivated to demonstrate their diverse natural abilities (Lăzăroiu, 2015).

Despite the significance of the goal theory, it has been exposed to some criticisms from scholars. Squires (2018), for instance, asserted that the goal theory does not provide the kind of goals one should set. As such, setting aggressive goals could be difficult to achieve and induce some employees to exhibit unethical behaviours. Employees who focus on the rewards or punishments associated with achieving highly aggressive goals are likely to engage in unethical behaviours which could consequently have negative



repercussions. Ordóñez, Schweitzer, Galinsky and Bazerman (2009) also criticised the theory by suggesting that goal setting could be overprescribed and could lead to severe side effects. Northouse (2016) also revealed that the theory fails to show how a leader's behaviour relates with a subordinate's motivation in achieving a set goal. He concluded that the theory provides complex leadership traits that make them difficult to incorporate.

Amidst these criticisms, the importance of goal theory in this research is that staff of Ga Central Municipal Assembly (GCMA) are likely to exhibit high performance if they anticipate rewards after accomplishing assigned tasks or behaviours. As such, an employee's perception or expectation of a reward after accomplishing a task could influence his or her performance outcome. Thus, if an employee perceives that after participating in the assembly's performance appraisal, he or she would be rewarded, then he or she is likely to fully participate. Also, the performance appraisal should be in line with set goals of the institution. This is because, if the appraisal system matches expected goals, it could induce employees to accept its feedback. Thus, the theory is key to explaining how one's perception about performance appraisal could affect his or performance at GCMA.

### **Equity Theory**

John Stacey Adams discussed as the theory was developed in late 1960s that, fairness and equity are crucial components of a driven individual (Ryan, 2016). Individuals are motivated by justice, according to Pritchard (1969), and if they find discrepancies in their input or output ratios with their referent groups, they will endeavour to change their input to satisfy their purported equity. According to the theory, the more driven an individual is, the higher

their impression of equity is, and vice versa. For example, if someone believes they are working in an unfair atmosphere, they will become demotivated and produce poor results. As a result, the perceived output-input ratio is a crucial idea in equity theory, where one's contribution during work (input) should be equivalent to one's perceived compensation.

According to Bell and Martin (2012), inputs are what one put into his/her job which are: time, effort, loyalty, flexibility, tolerance, commitment, personal sacrifice and reliability while outputs refer to what one gets from the job which comprises: security, pay, enjoyment, benefits, recognition, bonus, development, interest and reputation. Employees commonly compare their work inputs with others who earn more than them. They, therefore, tend to be de-motivated if they feel that those people's (i.e., referent group) work output is below or equal to theirs but earn more income than them. The referent groups can either be within the same department, organisation or in other organisations but occupy same or similar positions. Deci and Ryan (2010) suggested that, referent groups are pivotal parts of the theory.

This theory is relevant to the research because most employees in several public institutions including GCMA compare their ratio of input and output with that of the referent groups. These employees would then compare their positions to other "referents" to generate opinions of what constitutes a fair ratio (balance of trade) of inputs and outputs. They would, therefore, tend to be motivated and happy with their work if they realize they are enjoying the same or better rewards as their referent others while performing same or similar roles and vice versa (Tudor, 2011). This means that, a staff's perception of equity at GCMA

would greatly influence their performance levels. This is an indication that employee perception is a key component of staff performance at GCMA.

In a similar vein, a staff's perception about the fairness of GCMA's appraisal system could largely influence his or her performance outcome. As such, if employees at the institution perceive that the appraisal system is unfair, inequitable and skewed to favour some selected employees, they are highly likely to exhibit poor performance. Therefore, for staff of GCMA to exhibit high performance standards, they one to be induced to have positive perception about current performance appraisal. Performance appraisal is generally associated with appraising or evaluating an employee's performance in line with generally acceptable performance standards. As such, employees may disrespect the appraisal system and its outcome if they perceive it as inequitable and unfair; invariably affecting their performance outcome.

### **Conceptual Review**

This section presents the review of key concepts of the study. It specifically discusses performance appraisal, perceived types, benefits and challenges associated with implementation of performance appraisal. The section concludes with discussion of employee performance.

### **Overview of Performance Appraisal**

Performance appraisal, also recognised as performance evaluation or assessment, is one of management's oldest and most universal methods (Rubin & Edwards, 2020). Performance appraisal is generally a key instrument for appraising or evaluating an employee's actual performance over a given time frame. As a systematic employee monitoring procedure, Murphy and Cleveland (1991) developed a standard concept of performance appraisal or assessment.

It is defined as the systematic evaluation of employee performance and the perception of a person's abilities in order to continue to grow and develop (Babagana, Mat & Ibrahim, 2019). They added that, performance appraisal provides a clear and systematic evaluation of employees' performance. Performance appraisal also provides better understanding of an employee's abilities and capabilities for further growth and development.

Rodas-Gaiter and Sanabria-Pulido (2020) suggested that performance appraisal comprises the various methods or activities implemented by organisations to evaluate their employees' performance levels in order to ensure continuous development of their skills, knowledge and competencies. According to Islami, Mulolli and Mustafa (2018), performance evaluation is characterised as a method of analysis and evaluation of the performance of a person or team within organisations. They added that performance appraisal can be executed based on opinions of one's co-workers, superiors, other managers and the workers themselves. It is, therefore, regarded as an objective and systematic approach to appraising both personal and work-related behaviours of employees within a given organisational setting.

Similarly, According to Maghsoodi, Abouhamzeh, Khalilzadeh, and Zavadskas (2018), performance evaluation is a systematic procedure that involves determining and conveying to an employee how he or she is performing on the job during a given time period, as well as developing performance improvement goals. Furthermore, Armstrong (2017) described performance appraisal as a formal examination and rating of individuals by their supervisors at a review meeting, which is normally held once a year. He went

on to say that performance evaluations are usually separate, formal, and take place more than once a year.

Performance evaluation, according to DeNisi and Murphy (2017), is a formal and periodic appraisal of individual employees' job performance and productivity in reference to some pre-established metrics and organisational goals. As a result, performance assessment is an important part of employee performance because it helps determine which areas of an employee's performance need to be improved. It could, therefore, be argued that performance evaluations examine past behaviour to maintain or improve present behaviour in order to exhibit highly acceptable behaviours in future.

### **Performance Appraisal Methods**

This section discussed the major types of performance appraisals as found in previous studies (Noe, Hollenbeck Jr & Wright, 2011; DeNisi & Smith, 2014; DeNisi & Murphy, 2017). These studies have revealed the major types of performance appraisals to consist of Self-Appraisal, Balanced Score Card, 360-degree feedback appraisal, peer review system, Management by Objective (MBO) and Critical Incidents Method (CIM).

### **Checklist Method**

The checklist method is one of the frequently used technique of performance appraisal (Aggarwal & Thakur, 2013). It is also known as the checklist scale or behavioural checklist. With this method, the appraisal form is, basically, a checklist instead of a description, essay or rating employees against the other. The checklist method contains several statements, both negative and positive, that the employee ticks, "yes" or "no". An employee 'ticks' or 'checks' a given statement if it is applicable to him or her while he or

she leaves it unchecked if it does not (Islami et al., 2018). It, therefore, includes statements about a given workplace and also about particular job skills of an employee.

This appraisal method primarily promotes objectivity, reduces memory lapses, improves productivity and organisational performance (Khanna & Sharma, 2014). However, the method does not allow for explanation as employees are only allowed to tick. It is also time consuming and could be costly to prepare (Madanat & Khasawneh, 2018). Regardless, it is able to give proper assessment of employee performance in a given organisation.

### **Self-Assessment**

Self-assessment is a form of performance evaluation that gives the employees the opportunities to make a fair assessment of their performance for a defined period (DeNisi & Murphy, 2016). According to Bernardin and Wiatrowski (2013), management are not superheroes to be able to remember every single detail of the employees' performance for the entire year under review since they also have their own individual issues to worry about. As a result, employees should be offered the opportunity to reflect and ponder over their individual performance and assess themselves. In undertaking the self-appraisal exercise, employees should give due consideration to their strengths and weaknesses, as well as those task and skills they enjoy doing most.

For the system to be effective, DeNisi and Murphy (2016) admonishes that, employees should be very much honest with themselves when they are carrying out a self-appraisal exercise. Employees should therefore brainstorm and outline their strengths and the skills/tasks they most prefer. Similarly, Adler et al. (2016) suggested that, once the appraisal lacks honesty, employees with

poor self-esteem may underrate themselves, whereas those with high self-esteem may appraise themselves better than they should. As such, the relevance of self-appraisal would be defeated.

### **Balanced Score Card**

The balanced score card is a more comprehensive approach to evaluating employee performance in an organisation (Sharma, Sharma & Agarwal, 2016; Laursen & Foss, 2014). The balance score card was designed to ensure continuous improvement of organisations' processes in order to establish relevant actions and strategies aimed at creating value. Kim and Holzer (2016) was of the view that this type of performance appraisal is gradually adopted as a strategic performance management tool in most organisations. It enables an organisation to get a holistic view of the employee and organisational performance. Thus, how well the organisation performed is not only measured by the improvement that were experienced in productivity but goes further to employ other qualitative perspectives into the scene. It is used to determine, improve and control overall organisational functions and resulting outcomes.

It has been observed that, the balanced scorecard has four main measures that are used in assessing the organisation's performance and they include; financial indicators, customer perspective, learning and growth and internal processes (Hunsaker & Alessandra, 2008). Rodríguez-Padial, Marín and Domingo (2017) stressed that, balance score card assists organisations in meeting expectations of their employees, shareholders and customers. They also help organisations in achieving their strategies through continuous improvement in internal processes, learning and innovation, production and/or

services. It is also used to guide and direct employees' actions toward refining present and future performance levels.

### **Graphic Rating Scale (GRS)**

Another frequently used type of performance appraisal used for evaluating employee performances is the graphic rating scale (Samwel, 2015; Noe, Hollenberk & Gerhart, 2011). According to Noe et al. (2011), the GRS is principally used for evaluating performances on the basis of quality and quantity of work done. With this method, only specific aspects of employee performances are evaluated. The rater, therefore, rates the employees by a particular scale that best describes their performances. Casanovas, Linares Mustarós, Bikfalvi and Coenders (2020) stressed that characteristics required for efficient performance are identified and then scored against them by each employee. The ranking enables supervisors to measure the qualities exhibited by their workers.

Performance evaluation, according to DeNisi and Murphy (2017), is a formal and periodic appraisal of individual employees' job performance and productivity in reference to some pre-established metrics and organisational goals. As a result, performance assessment is an important part of employee performance because it helps determine which areas of an employee's performance need to be improved. According to Resurreccion (2012), the graphic rating scale should be interactively grounded, pertinent to the behaviour being measured, clear-cut and properly defined. They added that, this rating scale aids organisations to quantitatively analyse the performance levels of their employees for easy comparing and contrasting purposes. It is also effective for



providing greater standardisation of items to ensure comparability with individuals performing similar duties.

### **Management by Objectives (MBO)**

MBO (Management by Objective) is a performance evaluation system that assures that clear, measurable, realistic, practical, and time-bound goals are established (Islami, Mulolli & Mustafa, 2018). This type of performance appraisal guarantees employees commitment to the organisational goals in terms of productivity and performance. The method basically focuses on employee motivation, but due to its processes, it is also used to evaluate performances (Huang, Chen, Huang & Yien, 2011). Islami et al. (2018) further suggested that, MBO involves both employees and management who come together to agree on specific goals in order to develop action plans.

Ojokuku (2013) added that, supervisors are expected to assist employees reach their set goals and as such they need to collaborate to review the extent to which objectives were accomplished. MBO is useful in measuring the performance of workers to determine the degree to which they have accomplished defined objectives and goals. Su and Baird (2017) noted that MBO offers a unique method of outcome-oriented assessment that enables all parties (employees and management) to agree on concrete targets and measures sooner. Two common elements of MBO have been identified by Chand and Ranga (2018). The first aspect specifies that employees are involved in goal-setting, and managers are expected to collaborate in creating employee goals and performance metrics. The second element indicates that, objective feedback should be provided towards accomplishing set goals.

## Perception of Performance Appraisal

According to Prowse and Prowse (2009), it is important for the general implementation of performance evaluation in an organisation to take advantage of its human capital. Nusair (2014) suggested that performance appraisal is executed under two specific reasons: managerial and developmental. When the performance of an employee is assessed as the basis for contract promotion, salary raise, transfer and termination, performance appraisal fulfils its administrative purpose. It must be done in a way that can tell the difference between a measuring instrument and individuals. On the contrary, the developmental purpose of performance appraisal is achieved when evaluation is carried out to request information to boost employee performance or to serve as a benchmark for improving the core organisational functions: recruiting, selection, placement and training.

Performance evaluation achieves its managerial objective when employee performance is measured as a reason for advancement, raise in salary, transfer or reassignment and termination. Performance assessment must be carried out on the basis of this objective in a way that can determine the difference between individuals and a measuring device (Nusair, 2014). The developmental purpose of performance appraisal, on the other hand, is achieved when the evaluation is done for the purpose of gathering information to help the employee improve his or her performance or as a yardstick for improving the organisation's function in terms of recruiting, selecting, placing, and training its employees. According to Murphy and Cleveland (1989), decisions for purpose require knowledge on what transpired, whereas decisions for developmental purposes require information on how the outcome arose.

On the other hand, when performance assessment is carried out to request information to further improve the performance of the employee or as a measure to enhance the role of the company in hiring, selecting, placing and training its employees, its developmental objective is accomplished (ayo-Moriones, Galdon-Sanchez & Martinez-de-Morentin, 2020). They also stated that functional decisions require knowledge about what happened, whereas developmental decisions require information about how the outcome arose.

Employees are assessed for four purposes, according to Capadosa (2013). First and foremost, most employers settle on the employee's assessment for pay and promotional decisions. Second, the assessment helps the superior and the subordinate to create a strategy to correct any shortcomings and to improve the right things the subordinate does. Third, assessments can serve as a helpful objective for career preparation. They provide the opportunity to analyse the employee's career plans based on his or her strengths and deficiencies. Finally, evaluations are critical in the supervisor's performance evaluation phase.

In addition, Ikramullah, Shah, Khan, ul Hassan and Zaman (2012) indicates that performance evaluation occurs in organisations because it is performed for any company and it supported Vallance's proposal in 1999. There is performance assessment and individuals perceive that it works. If people are convinced that an appraisal system works well, they are driven to perform better because people themselves believe that they will obtain good rewards and benefits for a good outcome at the end of the evaluation process. Performance evaluation is thus the best way to treat individuals.

According to Chiang and Birtch (2010), the present focus of evaluation is the assessment of employee strengths and weaknesses, the development of tailored supply strategies for skills and the evaluation of training needs. The development of the performance assessment involved communication development, according to Ramos Villagrasa, Fernández del Ro, Koopmans, and Barrada (2019). As a result, performance appraisal can be used to explain gaps in performance compared to expectations, define job objectives, and lead training and development plans focused at improving human capital skills and competencies. Performance appraisal is often used to track the effectiveness of incentive programmes (Sharma & Sharma, 2017; Nusair, 2014). That is, the assessment's results are utilised to decide which employees are the best performers and hence deserve to be rewarded for their productivity and advancement.

One of the reasons for doing performance appraisals, according to Babagana et al. (2019), is to identify poorer performers in order to provide support services in areas of training, counselling and in some extreme cases demotion or dismissal. Hasbolah, Alwi and Mohamad (2019) added that performance appraisal aims at identifying how employees manage relationships at work and how they resolve conflicts. Thus, the system is effective for justifying promotions of some staff over others. Chitunchi (2020) opined that performance appraisal is purposely used for evaluating or assessing how well employees are performing their respective work roles, their leadership and supervisory capabilities and identification of other valuable soft skills.

The same goes for the introduction of the performance evaluation in Ghana by the public services. Performance assessment has become a

structurally prescribed agreement between a subordinate and a supervisor, where the subordinate's job performance should be taken into account in order to determine shortcomings and strengths in addition to opportunities for progress and enhancement of skills (Chitunchi, 2020). As such, these varying purposes of the appraisal system ultimately yield high employee performance and overall performance improvement of the public services. It could, therefore, be deduced that there are several purposes of performance appraisal and thus, relevant to identify the key purpose of appraisal in the area under study.

### **Perceived Benefits of Performance Appraisal**

Performance appraisal is perceived beneficial by employees if it matches their expectations. However, it is the task of management to establish measures or ways of identifying whether their employees are individually benefiting from the appraisal system or not (Hasbolah et al., 2019). As such, this study reviews the various perceived benefits employees in various organisational setting gain from performance appraisal. It is to note that, if employees are generally benefiting from their organisation's performance appraisal, then it implies that the purpose for which the appraisal system was implemented has been achieved. As such, perceived benefits of performance appraisal revolve if it gives a positive impact to employees.

Sanjeev and Singh (2014) reveal that employees get motivated to perform better if the appraisal system is perceived beneficial in terms of receiving timely and appropriate feedback. Unfortunately, the employees' perception of benefits of performance appraisal is usually not taken into consideration which is vital for the employees as well as the organisation. Omusebe et al. (2013) stressed that employees perceive appraisal system as

beneficial because it serves as tool for receiving expected compensation packages such as salary increment, promotion and recognition. They added that performance appraisal is deemed beneficial if its content matches employees work roles and responsibilities.

According to Conteh, Bah and Xiongying (2020), employees perceive the appraisal system as beneficial because it makes them proactive towards their work. They added that performance appraisal is perceived beneficial if it provides clear understanding of employees' job expectation, provides adequate reward for good performance and it helps employees to identify their strengths and weaknesses. Bayo-Moriones et al. (2020) added that performance appraisal is perceived beneficial if employees are involved in its development, facilitate communication and is in line with organisational goals and objectives. They added that, the appraisal's ability to provide a fair and justifiable reasons for selecting or preferring some employees over others in times of promotion, allowances or salary disparities would make the system beneficial to employees.

Performance appraisal is also perceived beneficial to employees if it appreciates employees' contributions and efforts devoid of perceived biasness, favouritism and inequities (Chitunchi, 2020). The appraisal system should also be able to identify the weaknesses of employees and provide appropriate solutions to overcoming such weaknesses. Additionally, the feedback system should be timely, relevant and objective for employees to benefit from performance appraisal (Hasbollah et al., 2019). The study justified that the feedback employees receive from their superiors may simply describe the level of performance achieved. Hence, employees can only accept criticism if they perceive the feedback after appraisal as relevant and useful to them.

Employees who believe they understand the organisation's assessment system are more likely to see it as advantageous and, as a result, support significant organisational variables in the future, according to Zekeri et al. (2019). Employees are also more likely to embrace the appraisal method and its comments, have higher job satisfaction, are more dedicated, and evaluate the PA as fair. They added that, although performance appraisal is largely affected by subjectivity, if its outcome positively influences training, motivation and resource allocations, employees are likely to be perceive it as beneficial to them.

### **Measurement of Performance Appraisal**

One of the age-old methods of evaluating employee performance is performance appraisal (Widiani & Dudija, 2020; Odhiambo, 2015). Performance appraisal is associated with measuring employee performance to identify their weaknesses and strengths to ensure better performance (Odhiambo, 2015). Different scholars have relied on several indicators to measure performance appraisal (Kinicki, Jacobson, Peterson & Prussia, 2013; Selvarajan & Cloninger, 2012; Kline & Sulsky, 2009); thus, the most acceptable measures of this concept remain unclear. This study adapts key indicators comprising value, perceived benefit and nature to measure an appraisal system. This section, therefore, discusses these measurement indicators thoroughly:

#### ***Value***

Value focuses on the standards or principles of one's behaviour or something is held in high regard. According to Widiani and Dudija (2020), value is centred on the usefulness or worthiness of something; thus, the value one attaches to a performance appraisal system is used as a vital measure of that system. Simply put, employees who value or highly rate an appraisal system are

likely to embrace it and vice versa. The value of an appraisal system is characterised by openness to change, relevance and conformity (Albrecht, Marty & Brandon-Jones, 2020; Consiglio, Cenciotti, Borgogni, Alessandri & Schwartz, 2017; Schwartz, 2006). Consiglio et al. (2017), for instance, asserted that a value is created when an item conforms to or meets one's expectations.

### ***Perceived Benefit***

The perceived benefit signifies the extent to which an employee perceives an appraisal system to be beneficial to him or her. Employees perception about the benefits to be derived from performance appraisal has been found to play a role in their reception or alienation of the system (Naamwinzie, 2019). For instance, if employees perceive that the appraisal system will improve their work rates, help them realise their personal objectives and also aid career development, they are highly likely to embrace it. According to Lira (2014), employees who mostly participate in an appraisal system and subsequently accept its feedback perceive the outcome to be beneficial to them. Other studies also concluded that employees reject feedbacks from appraisal system when they feel they fail to meet their expectations (Offei, 2018; Taye, 2017; Abed & Banan, 2016).

### ***Nature***

According to Naamwinzie (2019), the nature of an appraisal system is an important measure of how employees would respond to its content and feedback. Nature of performance appraisal focuses on how the appraisal system is structured or designed to suit a given set of users (i.e., employees). Ali, Mahmood and Mehreen (2019) opined that management's ability to design a framework that consistently measures an employee's performance has always



be difficult. They, however, emphasised that developing an appraisal system that is flexible, transparent, participatory and fair to all employees should be the ultimate goal. Abed and Banan (2016) argued that a performance appraisal loses its perceived value and quality if its nature in terms of structure and content is perceived biased, ambiguous, unclear and irrelevant.

### **Overview of Employee Performance**

Employee performance has been described in a variety of ways. For example, Pradhan and Jena (2017) defined it as an individual's job performance after putting in the effort to find a meaningful job, a committed profile, and caring colleagues/employers. Employee performance is predominantly linked with organisational policies and practices in order to ensure that it is more strategic and in line with expected targets (Kurniawan & Heryanto, 2019). According to Aguinis (2014), employee performance focuses on the specific work behaviours and actions of individuals that are appropriate for achieving set goals. As a result, employee performance is evaluated based on task, context, and counterproductive work behaviours (Koopmans, Bernaards, Hildebrandt, de Vet & van der Beek, 2014; Aguinis, 2014).

### ***Task Performance***

Task performance or work actions refers to the ability (i.e., competence) in which one performs key tasks in the job (Koopmans et al., 2014). Task performance may also be defined as the efficiency with which an employee performs an operation that contributes directly or indirectly to an organisation's technical core by implementing a technological process or delivering the necessary materials or services (Koopmans et al., 2014). Job-specific work skills, technical skills, or in-role success are other labels that are often used for

task performance. Task performance also measures overall employee performance in areas of amount of work, quality of work, and job knowledge and awareness.

### ***Contextual Work Performance***

Individual activities that assist the psychological, social, and organisational environment in which the technological core must operate are referred to as contextual work performance (Koopmans et al., 2014). It also pertains to acts that go beyond the stated work objectives, such as taking on additional responsibilities, demonstrating informal yet useful efforts, or providing job advice to newcomers. According to Armstrong (2017), the operations of contextual work activity relate to the organisation's social and psychological heart and are therefore regarded as vital equally as task performance. For this dimension of employ performance, indicators including one's willingness to take-extra roles, having strong interpersonal relationship, exhibition of quality organisational citizenship behaviour and doing non-specific task skills are used to measure it.

### ***Counterproductive Performance***

Counterproductive performance is defined as the behaviour of an employee that undermines the goals and interests of his or her organisation (Armstrong, 2017). Such activities of the employees are generally detrimental to the well-being of their organisation. This dimension of employee performance has recently been on the rise as a negative behaviour displayed by workers and it involves unnecessary complaints, lateness, absenteeism, high expectations and engagement in off-task behaviour such as drug abuse, fraud,

and theft (Ramos Villagrassa et al., 2019). These job behaviours have been shown to directly and negatively impact overall employee performance.

### **Empirical Review**

This section provides extensive reviews of previous studies related to performance appraisal and employee performance. It, therefore, reviews previous studies on the effect of performance appraisal on employee performance within various organisational settings to help support or disapprove the study's findings.

### **Effect of Performance Appraisal on Employee Performance**

Several studies have provided differing empirical evidences with respect to the contributory roles of performance appraisal in employee performance (Pwint, 2019; Chaponda, 2014). Whereas, some previous studies have revealed performance appraisal to positively contribute to improving employee performance (Onyango, 2013; Ochoti, Maronga, Muathe, Nyabwanga, & Ronoh, 2012).), other studies have found it to negatively affect employee performance (Njeru, 2013; M'mbui, 2011). These differences in findings prompt the need to critique, compare and contrast other studies' findings in a bid to support or disapprove current findings. More precisely, a study by Ochoti et al. (2012), for instance, found employee performance to be positively influenced by performance appraisal; thus, a unit change in performance appraisal is likely to cause a unit increase in employee performance.

In Khyber Pakhtunkhwa, Pakistan, Asad (2019) researched how employee happiness and performance appraisal affect perceived job performance and discovered that the former has a considerable favourable impact on academic performance. The study's finding was based on primary

data obtained through structured questionnaires academics of the university of which the linear regression analytical tool was appropriately employed. The study concluded that performance appraisal plays key roles in improving performance of the academics at the university. Adopting similar analytical tool, Naeem, Jamal and Riaz's (2017) quantitative study with the descriptive survey design also found performance appraisal as a key predictor of employee outcome in higher educational institutions.

Okeny (2018) focused on staff of Lamwo District Local Government and adopted the mixed approach. The result of the linear regression revealed a significant positive effect of performance appraisal on employee performance. It was concluded that adopting relevant performance appraisal systems at the local government will lead to a significant improvement in staff performance. On the other hand, Bano (2018) focused on employees of non-governmental institutions in Turkey and still revealed performance appraisal as a key and primary contributor of employee performance.

Similarly, a quantitative study by Nwanolue et al. (2018) on how performance appraisal affects employee productivity found that the former has a significantly moderate effect on the latter. It was concluded that, implementing proper and effective performance appraisals would lead to better employee productivity and in turn help to achieve set organisational goals at Chukwuemeka, Odumegwu Ojukwu University. Ndegwa (2018), however, revealed that performance assessment is an important approach to employee performance management and evaluation. Performance evaluation is therefore an essential method for employee performance recognition, assessment and enhancement.

Similarly, a descriptive survey study by Prah (2019) found performance appraisal to significantly promote employee performance at the Ministry of Food and Agriculture, Ghana. The study was quantitative in nature and adopted the descriptive statistics such as mean and standard deviation. As such, the choice of analytical tool for this study was inappropriate and thus affecting its findings, conclusions and recommendations. However, Moraa and Datche (2019) adopted the appropriate analytical tool (i.e., linear regression) and found that performance assessment significantly improves employee performance; therefore, they concluded that the implementation of effective performance assessment at the National Health Insurance Fund (NHIF), Nairobi County, Kenya, contributes to high employee performance.

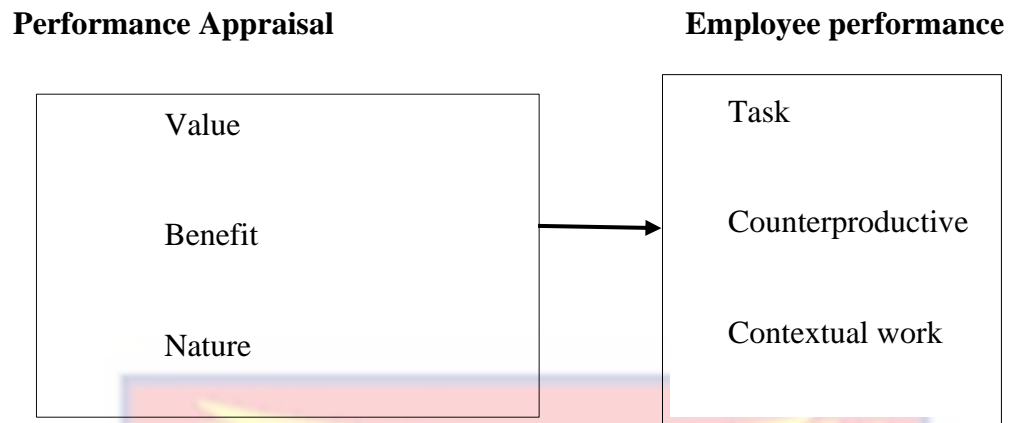
Moreover, Zekeri et al. (2019) investigated how performance appraisal influence performance of employees of Deposit Money banks in Lokoja, Nigeria. Using the Taro Yasmine sampling tool, 241 employees were chosen from 603 employees of the banks. Structured questionnaires were administered to the staff and the data obtained was inappropriately tested using one-sample t-test. The study found appraisal systems to significantly affect employee productivity in the selected banks in Lokoja. The study, therefore, concluded that appraisal systems including feedback systems are key contributors of employee productivity and as such require the needed attention. Babakatun et al. (2020) revealed the same finding and concluded that performance appraisal is key to ensuring better performance of staff of private hospitals in Karu Local Government Area within the Nasarawa State. This result was based on primary data retrieved from 245 staff and analysed using linear regression.

It could be deduced from the reviews that performance appraisal is mostly associated with improving employee performance in various organisations (Babakatun et al., 2020; Zekeri et al., 2019; Moraa & Datche, 2019). However, other studies revealed negative effect (Njeru, 2013; M'mbui, 2011) and as such concluded that a unit increase in performance appraisal yields a unit decrease in employee performance. Also, some studies adopted the quantitative approach (Moraa & Datche, 2019; Prah, 2019), while others adopted the mixed approach (Okeny, 2018). Previous studies by adopted linear regression in its analysis (Moraa & Datche, 2019; Nwanolue et al., 2018), whereas others adopted inappropriate tools such as One-sample T-test and descriptive statistics (Zekeri et al., 2019; Prah, 2019).

These differences in findings and choice of analytical tools create huge gap in existing literature. Finally, none of the papers reviewed have focused on staff of the Ga Central Municipal Assembly despite inconsistencies in their performance. The study, therefore, addresses these gaps by examining performance appraisal and employee performance at GCMA while adopting the appropriate analytical tool.

### **Conceptual Framework**

This section provides a conceptual framework for this study in line with its research objectives. This framework specifically provides a pictorial view of the relationship between performance appraisal and employee performance at GCMA. The independent variable was represented by performance appraisal whereas the employee performance represented the dependent variable.



*Figure 1: Conceptual framework of the Study*  
Source: Field Data (2021)

From Figure 1, performance appraisal was measured in terms of value, benefit and nature, whereas employee performance was measured in terms of task, counterproductive and contextual work performance dimensions. The framework clearly shows that a relationship exists between these two variables whereby a unit change in the independent variable (i.e. performance appraisal) is likely to cause a significant unit change in the dependent variable (i.e. employee performance). However, the framework does not show the strength and magnitude of the relationship. Regardless, the framework suggests that a change in employee performance is likely to be accounted for by performance appraisal system at GCMA.

### **Chapter Summary**

This chapter specifically discussed the relevant theories underpinning the study. It, therefore, specifically discussed the goal setting theory and equity theory respectively. Also, key concepts of the study including performance appraisal and employee performance were also discussed. A review of relevant articles was undertaken to explore the study's research aims, while an empirical review of performance appraisal and employee performance was conducted. The chapter ended with a conceptual framework that depicted the relationship

between performance appraisal and employee performance in a graphical or pictorial format.





## CHAPTER THREE

### RESEARCH METHODS

#### Introduction

The approach utilised to conduct the research is presented in this chapter. It covers the research design, study area, population and sample size, data collection and analytic procedures, and questionnaire pre-testing.

#### Research Approach

The study focuses on the quantitative approach and this is because the approach provides an objective, formal, structured and a systematic process which relies on numerical or quantitative data to obtain factual information about real world events (Creswell, 2014). The quantitative approach is also associated with obtaining primary or secondary data and analysing the data using statistical tools including mean, standard deviation, correlation, linear regression to draw better conclusions for generalization purposes (Clark & Creswell, 2014). It is suitable for explaining a given phenomenon of interest through deductive means. This research approach can also be used to describe variables, investigate relationships between variables, and determine cause-and-effect linkages between or among various constructs. (Bloomfield & Fisher, 2019).

The purpose of quantitative approach is to determine whether one variable causes a significant change in another variable; achievable through the use of linear regression (Almalki, 2016). Similarly, findings obtained through quantitative means promote generalisation of findings across a given population even if the researcher relied on a given sample size (Saunders & Lewis, 2015). With reference to the study, the effect of performance appraisal on employee

performance is investigated and as such calls for a quantitative approach as it provides the needed processes and tools to achieve this purpose. Thus, this approach is relevant and appropriate for a study of this nature.

### **Research Design**

A research design is a strategy for collecting and analysing data in a systematic manner (Bloomfield & Fisher, 2019). They further posited that the research design indicates what is required to answer a study's research questions. In view of this, the study adopts the descriptive design due to its relevance to the study's purpose, specific objectives and approach. According to Salaria (2012), the descriptive design is associated with describing an event in arrays of practices, conditions, processes, beliefs and trends. This design enables researchers to use a system to collect relevant data from a sample of people with the goal of defining the characteristics of the larger community in which these people are active participants (Quick & Hall, 2015). This design also focuses on collecting detailed information about dominant situations or events purposely for description and interpretation purposes.

Creswell and Clark (2017) further suggested that the descriptive design focuses on proper identification of events, aid comparisons, analysis, interpretation while establishing relationships. Creswell (2014) was of the view that this design plays a vital role in providing needed information for developing solutions in order to address societal problems. It also aids in collecting primary data from a relatively large size in order to draw objective conclusions for better generalisation of findings (Quick & Hall, 2015). In terms of the study, this design is appropriate for obtaining staff perception about an event through

descriptive analysis and also to examine cause and effect relationships through inferential analysis.

### **Study Area**

The Ga Central Municipal Assembly (GCMA) is among the sixteen district assemblies within the Greater Accra Region of Ghana. The assembly emanated from the previously known Ga South Municipal Assembly and initiated in 2012. The capital of this assembly is Sowutuom and it currently has nine electoral areas. It is bordered to the south by Ga South Municipal Assembly; east by Accra metropolis and west and north by Ga West Municipal Assembly. This municipal assembly is tasked to oversee to the day to day running of Ga Central. The assembly is specifically tasked to provide social amenities, act as liaison between the government and the residents in the district. To achieve its core mandates, the assembly has employed over 100 staff occupying various managerial and non-managerial positions. The performance of these staff are likely to translate into overall organisational performance; as such, regularly evaluating their performance is key to achieving set targets.

Also, the GCMA is among the important metropolitan assemblies in Ghana; championed by its strategic position and suburb of the capital city (Accra). In this regard, the output of this assembly is consistently under public scrutiny; thereby, pushing its management to continuously monitor and evaluate their staff performance. Evaluating the staff performance can be achievable through implementation of performance appraisals. However, the relevance of the current appraisal systems to the staff remains unknown and undocumented. Absence of clearly documented significance of the appraisal system could negatively affect policy formulation and practices whenever performance

appraisal is concerned. To address this menace and provide a reliable performance appraisal document to management of GCMA, this study investigated staff perception of performance appraisal in terms of its nature, benefit and challenges. Also, how performance appraisal implementation affect employee performance at the assembly was investigated and documented.

### **Population**

Population consists of a large group (i.e., people or organisation) for which a researcher considers relevant to study (Chudleigh & Smith, 2016). As such, the study's population consisted of employees of the Ga Central Municipal Assembly (GCMA). According to GCMA's report in 2019 annual report, the municipal assembly has a staff strength of 189 who carry out both administrative and non-administrative duties. However, it was revealed that 157 of the staff are permanent workers whereas the remaining 32 are currently casual/temporary workers. As such, the study's target population consisted of 157 permanent staff of the GCMA within the Greater Accra Region, Ghana.

### **Sampling Procedure**

The study picked a sample to represent the target population because it was quite large. A sample is a group of people chosen to be as representative of the overall population as feasible (Salaria, 2012). The study, therefore, relied in the Krejcie and Morgan (1970) sampling determination table to determine its sample size. This table is scientifically approved for choosing sample sizes for quantitative studies. In view of this, the study sampled 113 members to represent the target population. The members to represent the target population were further selected using the simple random sampling technique. This technique is a probability sampling technique suitable for selecting members

from a relatively large population or group. It also reduces sampling bias and provides a fair and true representation of a given target population.

### **Data Collection Instrument**

With reference to the purpose of the study, primary data were gathered through structured questionnaires. Trochim (2006) suggested that a structured questionnaire is kind of survey approach that uses a structured collection of relevant questions which are distributed to respondents, whose results can be compared and contrasted consistently. The questionnaire is also useful for gathering data from a relatively large target group at minimal costs. It also reduces personal biases associated with interviews and observations and relevant for quantitative studies. It allows researchers to easily assign numbers of its items for rigorous statistical analysis.

The researcher personally developed the structured questionnaire based on previous related empirical studies. The structure of the questionnaire was prompted by the study's research purpose and objectives. More precisely, the questionnaire was designed in five parts: Part A obtained the respondents' socio-demographic information; Part B (i.e., 10 items) obtained data with respect employees' perception of performance appraisal, Part C (i.e., 9 items) and D (i.e., 10 items) gathered data on the perceived benefits and challenges associated with performance appraisal and Part E gathered data on measurement of employee performance (i.e., 9 items) to aid the investigation of how performance appraisal affects employee performance at GCMA. Question items from Parts B to E were put on a five-point Likert like scale were 1 represented Weak Agreement and 5 represented Strong Agreement. This scale is suitable for quantitative studies and appropriate for descriptive and inferential analysis.

### **Validity and Reliability**

It is important for a study to gather empirical results that reproduce the reality of situations. Every researcher wants to make sure that data is readily available and that research questions are also clearly answered (Saunders & Lewis, 2015). As such, using the principles of validity and reliability is the best way to determine the relevance of data obtained from a primary source. Validity, for instance, is associated with the trustworthiness and authenticity of a questionnaire (Pengelly, 2015). It specifically reveals how well a given study's result agrees with reality. It also underlines the degree of generalisability of an outcome based on a questionnaire's ability to measure exactly what it is intended to measure. As such, validity focuses on the quality of question items by inviting experts and peers to review one's questionnaire.

In view of this, the study achieved validity by allowing peers to painstakingly go through the drafted questionnaire. They were then allowed to identify and make the necessary corrections in areas of grammatical errors, ambiguities, wrong spellings, among others. The drafted questionnaire was also given to some relevant respondents through pre-testing in a bid to improve upon its validity or authenticity prior to final administration at the study area. Finally, a research expert (i.e., researcher's supervisor) also went through the drafted questionnaire thoroughly to detect possible anomalies. All the issues raised by peers, supervisor and respondents during the pre-testing were considered and as such, validity was met.

In terms of reliability, a reliability test is carried out on the data obtained after pre-testing. Reliability actually tests the degree to which data collected can be trusted and as such reused by other researchers who intend to investigate the

same or other groups with similar characteristics (Creswell & Clark, 2017). According to Creswell (2014) and Saunders and Lewis (2015), reliability is achieved when a study achieves a Cronbach Alpha ( $\alpha$ ) value of 0.7 or more. However,  $\alpha$  values  $< 0.7$  but  $> 0.4$  are considered acceptable; thus, reliable for further analysis. More precisely, a pre-test is conducted at the Ga West Municipal Assembly based on a sample size of 30 respondents. In view of this, the study ensured that issues of reliability and validity were met aiding generalisation of findings. Table 1 presented the  $\alpha$  values of the constructs.

**Table 1: Reliability Test Scores**

Construct /Item	Cronbach's alpha
Performance appraisal methods	0.829
Perceived staff appraisal	0.884
Employee performance	0.862
All items	0.897

Source: Field Data (2021)

From Table 1, all the constructs had  $\alpha$  values  $> 0.70$ ; indications that the constructs are relevant and reliable for further analysis. More precisely, the performance appraisal methods had a  $\alpha$  value of 0.829; perceived staff appraisal had a  $\alpha$  value of 0.884; employee performance had a  $\alpha$  value of 0.862 and finally, combining all the items produced  $\alpha$  value of 0.897. Thus, the constructs met the reliability criteria suggesting that they are true measures and can be used for further analysis.

### **Data Collection Procedure**

An introductory letter clearly stating the purpose of the study was obtained from the Head of Department of Human Resource Management, School of Business, University of Cape Coast. This permission letter was then sent to authorities of GCMA, Greater Accra Region, Ghana to seek for approval

to gather relevant data and information to accomplish the work. After permission has been sought from the authorities, data is collected from the employees using the structured questionnaires. The questionnaires were self-administered with assistance of two trained and resourced data collectors. The data collectors were recruited and trained to provide the needed professional assistance to respondents who had varying challenges. The questions are thoroughly explained to the participants and they were allowed to complete the questionnaires within three weeks. This was done to enable them have enough time to answer the questions appropriately.

During the data collection exercise, the researcher was faced with some major challenges or limitations. The main limitation associated with this study was the difficulty associated with reaching the targeted sample during working hours. This was due to the busy nature of their work and unwillingness of some employees to participate in the study. There was also a challenge in gaining access to the list of staff at GCMA from their management due to strict privacy policies. These challenges were resolved by going through a lengthy process to finally obtain permission from the appropriate authorities and a good number of respondents.

### **Ethical Considerations**

The researcher took into account the research values/ethics of voluntary participation, anonymity, and the protection of respondents from any potential damage resulting from their engagement in the study. The data collectors assured the participants of total confidentiality and anonymity of information and personality respectively. For instance, the questionnaires did not require names and other questionable personal details of the respondents to ensure



confidentiality. The respondents were also assured that the study was not for any hidden agenda and as such, data obtained would be used for only academic activities. They were also invited to participate voluntarily by verbal consent while emphasising right to privacy. The respondents were also informed that they may withdraw from the study at any point in time if they wish. The return of completed questionnaires was thus considered that the respondents consented to the study.

### **Data Processing and Analysis**

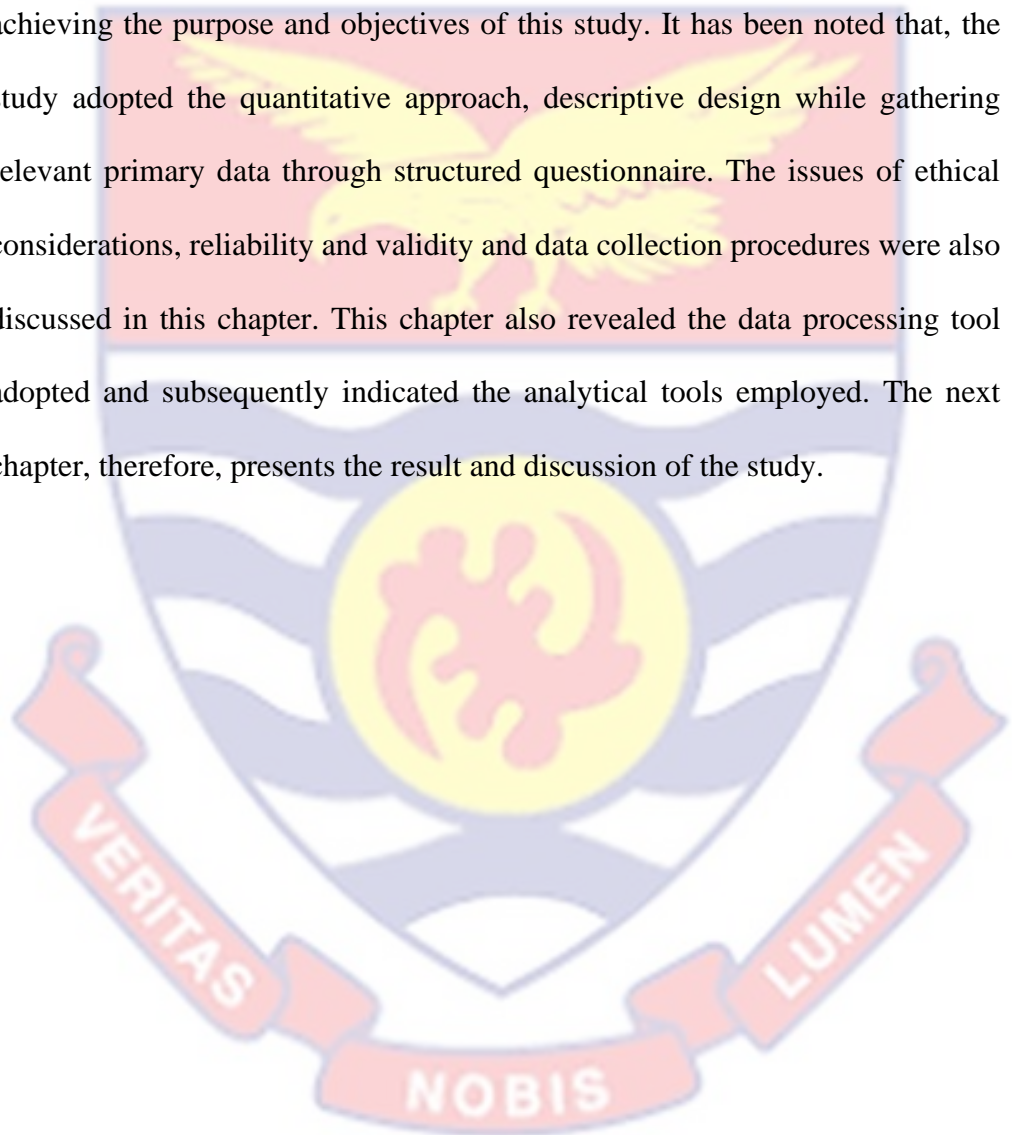
The data collected from the questionnaire was carefully checked for consistency and accuracy. As such, the incorrectly filled, incomplete (i.e., with too many missing responses) and non-responded questionnaires were filtered out. The relevant and valid data was then coded and processed using the IBM SPSS Statistics software. The processed data was then analysed using both descriptive and inferential statistics. In terms of research objectives 1,2 and 4, the study relied on the descriptive statistics comprising mean and standard deviation scores. This statistical tool enabled the researcher to interpret the data based on the average scores; thus, suitable for ranking the most perceived to the least perceived. On the other hand, research objective 3 was analysed using the inferential statistics specifically linear regression.

The linear regression is useful for analysing cause-and-effect correlations between variables of interest. In this situation, the research looked at how one variable (performance appraisal) influences another (i.e., employee performance). The rule of normality was met due to the relatively large sample size (> 50). This is because, scholars have suggested that the rule of normality of data is achieved if the study has over 50 data sets; indicating sampling

adequacy (Kumar, 2018; Creswell & Creswell, 2017; Creswell, 2014; Punch, 2013). Thus, the need for rigorous test of normality of data is minimised. The results obtained were then put in tables and discussed in Chapter four.

### **Chapter Summary**

The aim of this chapter was to describe the methods to be used in achieving the purpose and objectives of this study. It has been noted that, the study adopted the quantitative approach, descriptive design while gathering relevant primary data through structured questionnaire. The issues of ethical considerations, reliability and validity and data collection procedures were also discussed in this chapter. This chapter also revealed the data processing tool adopted and subsequently indicated the analytical tools employed. The next chapter, therefore, presents the result and discussion of the study.



## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

This chapter aimed at discussing the results of the study in line with its objectives. The chapter precisely discussed each of the study's objectives and showed the results in tables. The findings were finally discussed by linking them with previous related studies.

#### Socio-Demographic Characteristics of Respondents

The respondents' socio-demographic characteristics consisting of sex, age, level of education and work experience, were presented in this segment. Out of the 113 questionnaires collected from the permanent staff, 103 were specific and accurate for study, with a response rate of 91.15 percent. In this respect, the findings of the study were based on the answers of the 103 respondents. The outcomes are presented in Table 2.

In relation to sex, 44.7 percent of the respondents were males while 55.3 percent were females. This result suggests that majority of the permanent staff at GCMA who participated in the study were females. Female domination at the assembly could influence decision-making processes related to performance evaluation on the basis of sex. For example, applying the majority carries the rule of voting, the female staff are likely to vote in favour of decisions that would favour them against their male counterparts.

**Table 2: Socio-Demographic Characteristics of Respondents**

	Frequency	Percent
<b>Sex</b>		
Male	46	44.7
Female	57	55.3
<b>Age</b>		
18-30 years	12	11.7
30-40 years	41	39.8
41-50 years	28	27.2
51-60 years	22	21.4
<b>Highest Level of Education</b>		
Certificate	12	11.7
Diploma	16	15.5
First Degree	42	40.8
Master's degree	19	18.4
Professional certificate	14	13.6
<b>Number of years worked</b>		
Below 5 years	14	13.6
5– 10 years	38	36.9
11 – 15 years	26	25.2
16 – 20 years	16	15.5
Over 20 years	9	8.7
Total	113	100.0

Source: Field Survey (2021)

Also, in terms of age, Table 2 revealed that 11.7 percent of the respondents were between the ages of 18-30 years; followed by 39.8 percent of them who were within the ages of 31-40 years; 27.2 percent of them were within the ages of 41-50 years and finally, 21.4 percent of them were within the ages of 51-60 years respectively. This means that majority of staff at GCMA are

within their active working periods; as such, are highly likely to improve upon actual performances if existing performance appraisal meets their expectations.

In terms of the respondents' highest level of education, majority (40.8%) of them were degree holders. This was followed by 18.4 percent of them with postgraduate certificates dominated by master's degree; 15.5 percent of them had diploma, 13.6 percent of them had professional certificates notably Chartered Accountants (CA) and Chartered Institute of Procurement and Supply (CIPS) and finally, 11.7 percent of them had diploma. This means that all the staff are academically inclined with majority of them having recognised graduate and post graduate degrees from various tertiary institutions. Thus, these staff could provide relevant information in relation to performance appraisal.

Finally, in terms of the respondents' number of years worked with GCMA, Table 2 revealed that majority (36.9%) of them have worked between 5-10 years, 25.2 percent of them have worked between 11-15 years whereas 15.5 percent of them have worked for less than 16-20 years. Also, 13.6 percent of the respondents have worked less than 5 years while 8.7 percent of them have worked for over 20 years. This means that most of staff at GCMA have worked for over 5 years; an implication that GCMA's staff have adequate experience with the performance appraisals; thus, could provide relevant responses to draw better conclusions.

### **Performance Appraisal Methods**

This section assessed the performance appraisal methods applicable to the staff of the assembly. To achieve this, the study identified five key performance appraisal methods and allowed the staff of GCMA to indicate

which method was most applicable. Their responses were then analysed using descriptive tools precisely frequencies and percentages and presented in a graph. Figure 2 specifically presented the outcome of this study and discussed thereof.

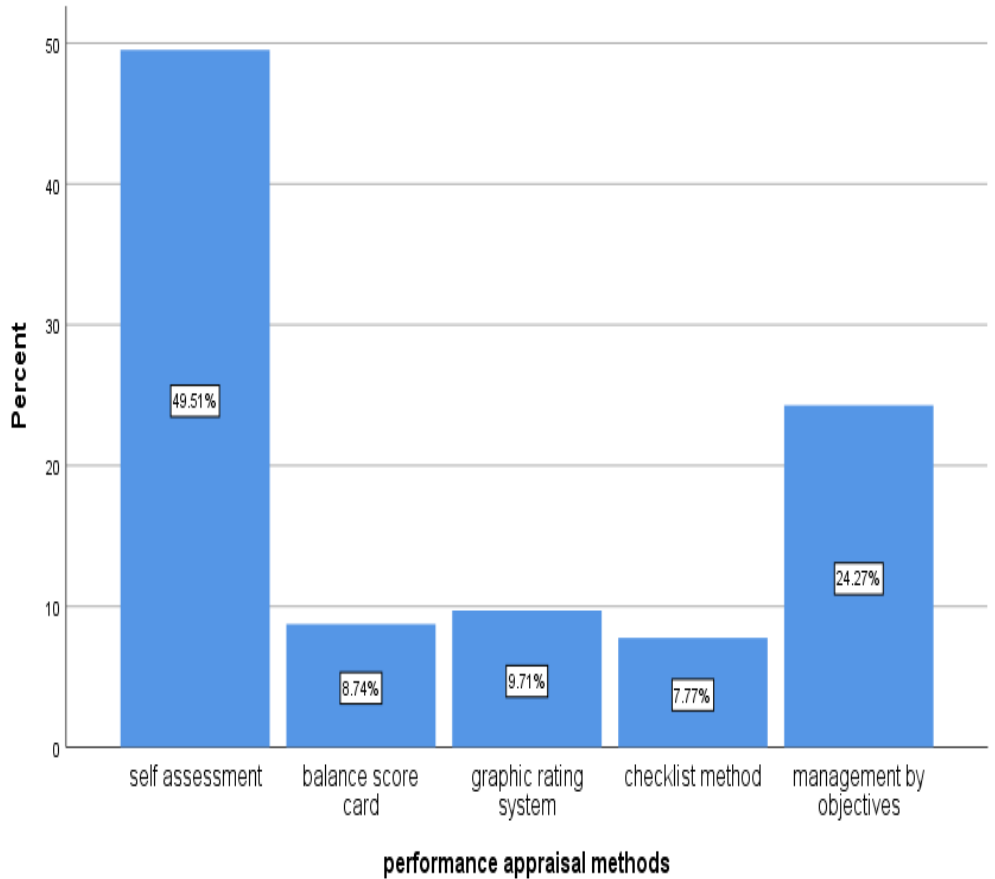


Figure 2: Performance Appraisal Methods Applicable to GCMA

Source: Field Data (2021)

From Figure 2, it could be seen that majority (49.51%) of the staff agreed that the self-assessment method was the most applicable at GCMA. This method was followed the management by objective appraisal system with 24.27 percent. The study also revealed that about 9.71 percent of the staff agreed that the graphic rating system was applicable to their assembly. Also, 8.74 percent of the staff agreed that the balance score card method was applicable to their assembly and finally, 7.77 percent of the staff agreed that the checklist method

was applied in their assembly. This result means that most of the staff of GCMA agreed that the self-assessment method was most applicable to the assembly during performance appraisal.

The result in Figure 2 indicates that management adopted the self-assessment method during performance appraisal at GCMA. With the self-assessment method, management allows the employees themselves to give a fair assessment of their performance for a given period by filling an appraisal form. With this self-assessment method, staff of GCMA are allowed to provide an honest and fair assessment of themselves with little or no involvement from management. This method helps management to clearly identify the performance challenges of its staff and in turn provide relevant training packages to ultimately improve their capabilities. According to DeNisi and Murphy (2016), self-assessment is an effective performance appraisal method which allows employees to give a fair assessment of their own performance.

According to Adler et al. (2016), allowing employees to appraise themselves provides them with genuine opportunities to indicate their training needs without reservations. Bernardin and Wiatrowski (2013) similarly asserted that employees develop trust for their management if they are allowed to self-appraise with little or no management involvement. They added that management of organisations are not superheroes to provide true performance evaluations of all their employees at all times; thus, allowing employees to personally evaluate their performances is most appropriate.

Also, Figure 2 revealed the management by objective as another method applicable to GCMA during performance appraisal. With this method, management of GCMA assesses employees' performance by focusing on their

motivational needs. This method also focuses on the extent to which employees have achieved set performance objectives. However, it has been found to be time-consuming and highly bureaucratic since it requires management involvement. Also, it is basically short-term oriented and thus can limit staff creativity. These challenges could explain why it is not the most applicable or used method of performance appraisal at the assembly. Su and Baird (2017) opined that this appraisal method is unique and it allows both management and staff to focus on staff motivation elements.

Chand and Ranga (2018) similarly concluded that management by objective improves employee motivation, performance, and communication. It has also been found to ensure that employees attain set goals while improving staff commitment and satisfaction. However, the study found the checklist method as the least applicable during performance appraisal. This method was least used at the assembly because it only provides a list of performance measures for the staff to tick a 'yes' or 'no'. Allowing staff to only tick 'yes' or 'no' does not provide a true evaluation of their performances; thus, less preferred by most public institutions, as is the case in this study. According to Islami et al. (2018), an employee is only allowed to tick a given statement only if it is applicable to him or her and leave unapplicable statements unanswered; thus, difficult to clearly evaluate performance standards of the employees.

From the foregoing, it could be deduced that self-assessment is the most applicable method for appraising the performances of staff at GCMA. Simply put, during performance appraisal, staff of GCMA are allowed to evaluate themselves with minimal involvement from management. management, therefore, relies on the employees own performance needs to make revise



policies and existing practices. This method was followed by the management by objective; while the checklist method was the least applicable. Simply put, during performance appraisal, management of GCMA place least emphasis on the checklist method.

### Staff’s Perceptions of Performance Appraisal

This section discussed the results of the study’s objective two with respect to the perception of staff about performance appraisal. This objective was carried to identify the staff’s perception about the current performance appraisal system in terms of value, benefits and nature. The study achieved this objective by employing the descriptive tool, notably the mean and standard deviation (S.D.) scores. The results were, therefore, discussed in terms of perceived value, perceived benefits and perceived nature of performance appraisal and presented in Table 3, 4 and 5 respectively.

Table 3 presented the staff’s perception of performance appraisal with respect to value.

**Table 3: Staff Perception of Performance Appraisal in terms of Value**

Item	Mean	S.D.
Timely feedback	3.71	1.099
Relevant to work roles	3.61	1.012
Conforms to job description and specifications.	3.51	.969
Flexible system	3.34	.858
Average mean score	3.54	.984

Source: Field Data (2021)

The table revealed that the appraisal system provides timely feedback (M=3.71; S.D.=1.099) and it is relevant to their work roles (M=3.61;

S.D.=1.012). The table also revealed that the appraisal system was perceived to conform to the job description and specifications at GCMA (M=3.51; S.D.=0.969) and finally, it was perceived flexible (M=3.34; S.D.=0.858). These results are clear indications that the staff of GCMA perceive that the appraisal system is generally valuable because timely feedback is received, relevant to their work roles and also it is in line with job description. However, among the perceived value, the timely feedback the appraisal system provides to the staff had the highest mean score.

With an overall average mean of 3.54; it could be deduced that the performance appraisal system at GCMA is generally perceived as valuable by its staff. The S.D. score of 0.984 indicates that the data points are clustered closely around the mean value, indicating that it is a fantastic value. The result implies that, the staff could accept its feedback and associated rewards/punishments to continuously improve overall performance levels. Widiani and Dudija (2020) posited that an appraisal system is perceived valuable if it is useful and worthy to its users (i.e., employees). They added that the value an employee attaches to a particular determines how committed and satisfied he or she will be whenever such system is employed. Albrecht et al. (2020) added that an appraisal system is perceived valuable if it is able to provide flexibility, time feedback and relevant to one's work roles.

Table 4 also presented the results of the staff's perception of performance appraisal in terms of benefits. This was done to identify whether the staff of GCMA perceive the system as beneficial or not.

**Table 4: Staff Perception of Performance Appraisal in terms of Benefits**

Item	Mean	S.D.
Achieve career objectives	3.67	1.023
Improved personal capabilities	3.60	1.097
Exceed performance targets	3.51	1.110
Receive expected compensation packages	3.28	1.106
Average mean score	3.52	1.084

Source: Field Data (2021)

From Table 4, the staff of GCMA perceived the appraisal system is generally beneficial because it helps them to achieve their career objectives (M=3.67; S.D.=1.023); improves their personal capabilities in terms of abilities, knowledge and skills (M=3.60; S.D.=1.097); helps them to exceed performance targets (M=3.51; S.D.=1.110) and finally, it helps the staff to receive expected compensation packages (M=3.28; S.D.=1.106). these results imply that performance appraisal at GCMA is perceived beneficial to the staff because it is career-oriented, improve personal capabilities and assists the staff to exceed performance targets. Among these perceived benefits, majority of the staff agreed that the appraisal system helps them to attain their personal career goals and objectives.

The table finally revealed an overall average score of 3.52 to indicate that the appraisal system is generally beneficial to the staff of GCMA; thus, it helps the staff to achieve some personal goals. The S.D. score of 1.084 also indicates that the data is normally distributed since the data points are closely gathered around the mean. A study by Naamwinzie (2019) revealed that an appraisal system is perceived beneficial if it improves their work rates and helps

them to attain their personal career targets. The study concluded that employees are likely to embrace an appraisal system if it aims at career development and provides them with the required compensation packages. Similar conclusions were drawn by Lira (2014) who asserted that employees are only likely to embrace an appraisal system and its associated feedback if it provides them with the maximum benefits.

The staff were finally asked to indicate their perception about the nature of GCMA’s performance appraisal system. This was done to identify whether the staff of GCMA are generally satisfied with the nature of the appraisal system.

**Table 5: Staff’s Perceived Nature of Performance Appraisal**

Item	Mean	S.D.
Understandable	3.73	1.198
Fair and flexible	3.62	1.086
Clear and unambiguous content	3.45	1.118
Transparent	2.90	.945
Average mean score	3.43	1.087

Source: Field Data (2021)

From Table 5, the staff perceived the appraisal system is generally understandable (M=3.73; S.D.=1.198); fair and flexible (M=3.62; S.D.=1.086); clear and unambiguous (M=3.45; S.D.=1.118) and transparent (M=2.90; S.D.=1.087). With an overall average score of 3.43, the staff of GCMA were generally satisfied with the nature of the appraisal system. The S.D. of 1.087 also suggests that the data points are close to the mean value; thus, confirming it as great and acceptable for further analysis. This means that the nature of the

appraisal system was generally perceived as understandable, flexible, fair, transparent while its content is perceived to be clear, unambiguous and relevant to job roles. Among these, the ease with which the staff understand the content of the appraisal system characterised its nature. Providing clear and unambiguous appraisal content to staff is key to their commitment and satisfaction towards the system.

According to Ali et al. (2019), developing a generally acceptable appraisal system is one of the most challenging tasks to management of various organisations. Regardless, the nature of the system should be transparent, participatory and flexible. They also added that the content of any appraisal system should be clear, unambiguous and fair to all the employees. Similar finding was made by Abed and Banan (2016) and concluded that the nature of an appraisal system should be clear and relevant. They concluded that an appraisal system loses its perceived relevant and quality if it is unfair, lacks transparency and generally biased. Naamwinzie (2019) concluded that any appraisal system must be transparent and fair to promote general acceptability among its users.

The study finally ranked the overall average scores of the three key dimensions of perceived performance appraisal. This was done to identify which dimension was the most perceived by the staff of GCMA with respect to performance appraisal. Among the three dimensions, the study revealed that the staff generally perceived the appraisal system as valuable ( $M=3.54$ ;  $S.D.=.984$ ). This outcome was followed by perceived benefit ( $M=3.52$ ;  $S.D.= 1.084$ ) and perceived nature ( $M=3.43$ ;  $S.D.= 1.087$ ). It could, therefore, be deduced that the staff of GCMA perceive that the performance appraisal system as generally

valuable. Simply put, the staff had the perception that the appraisal system provides timely feedback, relevant and related to work roles.

**Effect of Performance Appraisal on Employee Performance**

The study’s objective three focused on how performance appraisal (PA) affects the performance of staff of the Ga Central Municipal Assembly (GCMA), Ghana. To achieve this research, the linear regression was adopted and discussed under three Tables 5, and 7 respectively. Table 5, for instance, offered the regression’s result of the Model summary; Table 6 discussed ANOVA outcome while Table 7 showed the coefficients of the analysis.

**Table 6: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.557 <sup>a</sup>	.310	.303	4.43207

a. Predictors: (Constant), PA

Source: Field Data (2021)

Table 6 first presented the Model summary of the regression analysis and it captured the R, R squared, adjusted R<sup>2</sup> and the analysis’ standard error. The R value indicated the magnitude of the relationship between performance appraisal (PA) and employee performance (EP) at GCMA. As such, the R value of 0.557 indicated a moderate relationship between the variables; this assertion was based on Cohen’s (1998) rule which suggested that R values between 0.50 and 0.79 suggested a moderate relationship. This result means that about 55.7 percent of a relationship exists between PA and EP. Also, the R<sup>2</sup> was reported to specifically account for the degree of variation in EP that is linearly contributed by PA. The study’s R<sup>2</sup> value of 0.310 and this meant that PA linearly contributes about 31 percent to any change in EP. The implication is that about

31 percent of variation in staff performance at GCMA was linearly accounted for by implementation of performance appraisal.

Also, the adjusted  $R^2$  of 0.303 indicated that any variation in employee performance is explained by adjustments made in the assembly's performance appraisal. Therefore, for any adjustments made in the performance appraisal with respect to self-assessment, management by objectives and 360-degree feedback would contribute about 30.3 percent of change in employee performance at GCMA, Ghana. It could be seen that the  $R^2$  and adjusted  $R^2$  values were similar and thus reporting the  $R^2$  value was justifiable. The  $R^2$  value of 31 percent also means that about 69 percent of change in staff performance could be contributed by other predictor variables notably employee motivation, work life balance, employee training, among others.

The Analysis of Variance (ANOVA) result of the regression analysis was also presented in Table 7 and discussed thereof.

**Table 7: ANOVAa**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	891.583	1	891.583	45.389	.000 <sup>b</sup>
	Residual	1983.971	101	19.643		
	Total	2875.553	102			

a. Dependent Variable: EP

b. Predictors: (Constant), PA

Source: Field Data (2021)

Table 7 presented the ANOVA score of the linear regression analysis for research objective three. The table specifically presented the sum of squares, df, mean square, F and sig. values in relation to the objective. The rule of thumb suggests that, this study's F-stat's sig. value should be  $< 0.05$  to indicate that

the predictor variable (i.e., PA) plays a better role in describing any change in the dependent variable (i.e., EP). This means that, whether a significant association exists between the variables or not is statistically determined by the F-stat's sig. value. It could be deduced from the table that, the F-stat of 45.389 with mean square of 891.583 had a sig. value of 0.000. This result implies that there is a significant linear relationship between PA and EP. Thus, a change in one variable could significantly cause a change in the other variable. Therefore, the correlation between PA and EP was statistically significant.

Finally, Table 8 finally indicated the regression's coefficient and showed the standardised and unstandardised coefficients to actually describe the cause-and-effect relationship between the constructs understudy.

**Table 8: Coefficients<sup>a</sup>**

Model		Unstandardized		Standardized		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	22.191	2.906		7.637	.000
	PA	.561	.068	.557	6.737	.000

a. Dependent Variable: EP

Source: Field Data (2021)

Interpreting the beta coefficients (r) under the unstandardized and standardised columns, Cohen (1992) suggested that  $r = 0.10$  to  $0.29$  characterises 'very weak',  $r = 0.30$  to  $0.49$  characterises 'weak',  $r = 0.50$  to  $0.79$  signifies 'moderate' and finally,  $r = 0.80$  to  $0.99$  characterises 'strong' effect of one variable on the other. With a constant term of 22.191 and standard error of 2.906, the beta value of 0.561 under the unstandardized coefficient column explains that PA has a insignificant effect on EP. This means that there is a



statistically significant positive and no effect of performance appraisal on the staff performance at GCMA.

The study also reported the beta value of the standardised coefficient in order to reveal the extent to which PA significantly predicts EP. More precisely, the beta coefficient of 0.557 under the column marked standardised coefficient explains that PA moderately predicts EP. This means that, for any change in employee performance, performance appraisal statistically predicts about 55.7 percent of such change. The result implies that a unit increase in performance appraisal would lead to a significant positive and moderate unit increase in staff performance at GCMA by 55.7 percent. Simply put, PA contributes significantly to improving EP; thus, the more relevant performance appraisal methods are adopted, the better the performance of staff at the assembly.

Findings from the study have largely been supported by previous related literature. For instance, a study by Nwanolue et al. (2018) with respect to the effect of performance appraisal on employee productivity found the former to significantly influence the latter. Thus, for any unit increase in performance appraisal, employee productivity significantly increases by same margin. Ndegwa (2018) similarly found performance assessment to promote employee performance in terms of assessment, recognition and improvement. A similar study by Prah (2019) concluded that performance appraisal plays a tremendous role in improving the performance levels of employees at the Ministry of Food and Agriculture in Ghana. Related studies by Babakatun et al. (2020), Zekeri et al. (2019) and Moraa and Datche (2019) all found performance appraisal to increase employee performance.

Zekeri et al. (2019) examined how employee performance at deposit banks within Lokoja, Nigeria is affected by performance appraisal. The study found employee performance to be significantly and positively influenced by performance appraisal; thereby, concluding that performance appraisal plays a crucial role in improving the performance of employees at deposit money banks in Nigeria. Similar finding was obtained by Babakatun et al. (2020) when they studied private hospitals within the Karu Local Government. They also concluded that performance appraisal is a significant predictor of employee performance; thus, private hospitals that embrace this human resource management practice are highly likely to witness tremendous improvement in their staff performance and invariably overall firm performance.

### **Chapter Summary**

This section analysed the study's three objectives and thoroughly discussed their outcomes. The results were presented in tables and discussed thereof. The outcomes were linked with previously related studies to strengthen the key findings. The study specifically revealed that the self-assessment method was the most applicable during performance appraisal. It was also found that performance appraisal is significantly related with employee performance at GCMA.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

The chapter emphasised the objectives' summary, conclusions and policy recommendations. It concluded with relevant suggestions for further research that are key to improving literature.

#### Summary of the Study

The study investigated how performance appraisal affects employee performance at Ga Central Municipal Assembly (GCMA), Ghana. To achieve this goal, the study adopted these specific objectives to:

1. assess the performance appraisal methods adopted at the assembly;
2. assess the perception of staff about performance appraisal at the assembly.
3. examine the effect of performance appraisal on employee performance at the assembly.

With respect to the study's purpose, the study adopted the quantitative approach and descriptive research design. Primary data, using structured questionnaires, was gathered from 113 randomly sampled staff of GCMA. After data screening, the study obtained a valid response rate of 91.15 percent and processed it using the IBM SPSS Statistics version 26 software. The valid data was then analysed using percentages, mean scores and linear regression tools. Research objective one, for instance, was analysed using percentages, objective two adopted the mean scores whereas objective three adopted the linear regression.

### Summary of Key Findings

The results were presented figures and tables; however, this section presented the summary of the study's key findings in line with the objectives.

The research objective one assessed the performance appraisal method that was perceived most applicable by staff at GCMA. Various appraisal methods comprising the checklist method, self-assessment, balance score card, management by objectives and graphic rating system were identified. Among these methods, the study revealed the self-assessment method as the most applicable at GCMA. This result implies that during performance appraisal, management of GCMA applies the self-assessment method where staff are allowed to evaluate their own performances with little or no interferences from their management.

With respect to objective two, this study assessed the staff's general perception of performance appraisal in terms of value, nature and benefits. It was revealed that majority of the staff perceived that the performance appraisal system is generally valuable. This result implies that the appraisal system at GCMA provides timely feedback to the staff. The system is also relevant to their job roles, conforms to job descriptions whereas the system is flexible; thus, can be used by all the staff. Thus, the staff generally accept and participate in the appraisal system basically due to the value attached it.

Finally, research objective three examined the influence of performance appraisal on staff performance at GCMA. Ghana. This result found that performance appraisal plays a significant, positive and moderate role in improving the performance of staff at GCMA. This is an implication that a unit increase in performance appraisal leads to significant and moderate unit

increase in staff performance. Thus, performance appraisal adopted at GCMA plays a crucial role in promoting the performance of employees at GCMA. Therefore, the performance of staff at GCMA would be significantly affected if proper and relevant appraisal methods are not implemented.

### **Conclusions**

The study investigated how staff performance at GCMA is significantly affected by performance appraisal. To achieve this, three key objectives were developed and largely achieved. In view of this, the following conclusions were hereby drawn.

The study first found self-assessment method as the most applicable at GCMA. This objective was in line with previous studies which concluded that self-assessment is among the most important appraisal methods adopted by organisations in recent times. They further argued that the self-assessment system gives employees the opportunities to assess their own performances and report the outcomes to management. Previous studies also revealed that self-assessment is result-oriented and promotes employees' participation in decision making related with their performance standards. It was, therefore, concluded that self-assessment is most applicable method during performance appraisal.

With respect to objective two, the study revealed that the staff of GCMA perceive the appraisal system as valuable. Thus, the staff accepts the outcome of the appraisal system due to the perceived value they attach to it. This outcome has also been supported by previously related studies which argue that the perceived value of an appraisal system plays a vital in its overall acceptance and implementation. These studies concluded the perceived value attached to an organisation's appraisal system by its employees should be of prime concern to

management. It was, therefore, concluded that the staff of GCMA generally perceive the appraisal system as valuable because its feedback is timely, the system is in line with their work roles and finally, conforms with job descriptions.

The study finally found performance appraisal to significantly and moderately improve the performance outcomes of staff at GCMA. This result has been largely supported by previous empirical researches which found performance appraisal to significantly address employee performance-related issues. I concluded that performance appraisal is a human resource practice which plays significant roles in ensuring better employee performance in any organisational setting. This is because, management of organisations can only improve employee and overall performance standards through performance appraisal. It was, therefore, concluded that performance appraisal is significantly related with staff performance at GCMA.

### **Recommendations**

The following recommendations were made on the basis of the research findings and conclusions produced.

The study concluded that the self-assessment method was the most applicable at GCMA during performance appraisal. It is therefore recommended that management of GCMA should include this method into the assembly's corporate plans and thus provide relevant strategies to improve it. Strategies such as technology implementation, regular staff training and prompt feedback system could be adopted to improve upon the self-assessment method. Embracing technology, for instance, would help to minimise the human involvement in the appraisal system and in turn improve its efficiency and

effectively drastically. Regular training will also help the employees to understand the self-assessment method to avoid providing biased and only favourable information.

It also emerged that the staff of GCMA generally perceive the appraisal system is valuable and beneficial. The researcher, therefore, recommended that management should continue to improve the appraisal system in a bid to enhance its value and associated benefits. This can be achieved by frequently reviewing the appraisal system to suite changing trends in the organisation. Also, all the staff should be actively involved in the review process to ensure that its content is clearly understood and accepted by all.

Finally, performance appraisal was found to positively influence employee performance at GCMA. Thus, for any improvement made in the appraisal system, employee performance moderately increases. Based on this, the study recommends that management of GCMA should optimise performance appraisal to improve employee performance. This could be done by continuously reviewing the system through consultations with other relevant bodies and public servants in a bid to meet the set strategic goals. Also, appraisals system should embrace technology to order to minimise the human interface and invariably improve its effectiveness and overall acceptance.

### **Suggestions for Further Research**

Although the study provided useful insight into performance appraisal and employee performance in a municipal assembly, a Ghanaian public sector, the findings cannot be applied to the entire sector. This is because the research was focused on the views and opinions of staff at the Ga Central Municipal Assembly (GCMA). As such, to achieve better generalisation while improving

policies on performance appraisal systems, the study suggests that further research should focus on other district assemblies in the country. Also, further research could investigate how the various appraisal systems individually affect staff performance. This would help expand current knowledge and in turn contribute to previous literature on performance appraisal and employee performance.





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## APPENDIX

Dear Sir/Madam,

I am a master student from the Department of Human Resource Management. I am carrying out my Dissertation on the topic, “**Performance Appraisal and Employee Performance at Ga Central Municipal Assembly**”. Your views are very much important to the study. Every information you provide would remain highly confidential. Thanks for accepting to participate in the study.

*Kindly tick in the relevant box*

### SECTION A: SOCIO-DEMOGRAPHIC INFORMATION

1. Sex:

Male [ ]

Female [ ]

2. Age (years):

18 - 30 [ ]

30-40 [ ]

41-50 years [ ]

Over 50 [ ]

3. Highest Level of education

Certificate [ ]

Diploma [ ]

Degree [ ]

Postgraduate Degree [ ]

Other (Please specify) .....

4. Number of years spent at the Assembly:

1- 5 [ ]

6-10 [ ]

11-15 years [ ]

16-20 [ ]

21

and Above [ ]

### SECTION B: PERFORMANCE APPRAISAL METHODS

5. Indicate the performance appraisal methods applicable to your institution.

*Note: Please tick as many as applicable.*

1. Self-assessment [ ]

2. Balance score card [ ]

3. Graphic rating system [ ]

4. Checklist method [ ]

5. Management by Objectives [ ]

**SECTION C: EMPLOYEE PERCEPTION OF PERFORMANCE**

**APPRAISAL**

On a scale of 1 – 5, please rate your level of agreement with the following statements. **With 1- Least Agreement; 2- Slight Agreement; 3- Medium Agreement; 4 – Moderate Agreement and 5- Strong Agreement**

No.	Factors	1	2	3	4	5
<b>Value</b>						
6	The appraisal system is open to change to meet current job targets					
7	The appraisal system is relevant to my work roles					
8	The appraisal system conforms to the organisation's job description and specifications.					
9	The appraisal system provides timely feedback to us					
<b>Perceived benefits</b>						
10	The appraisal system helps me to exceed my performance targets					
11	The appraisal system helps me to achieve my career objectives					
12	I perceive the system as beneficial because it has improved my personal capabilities					
13	The appraisal system serves as tool for receiving expected compensation packages such as salary increment, promotion and recognition					
<b>Nature</b>						
14	The content of the appraisal system is free from errors, ambiguities and irrelevant statements					
15	The appraisal system is transparent to all employees					
16	The appraisal system is fair and flexible to employees					
17	The appraisal system is clear and easily understandable					

**SECTION D: MEASUREMENT OF EMPLOYEE PERFORMANCE**

On a scale of 1 – 5, please rate your level of agreement to each of the following statements. **With 1- Least Agreement; 2- Slight Agreement; 3- Medium Agreement; 4 – Moderate Agreement and 5- Strong Agreement**

No.	Statement	1	2	3	4	5
<b>Task Performance</b>						
18	I have the technical proficiency to achieve my work					
19	I have adequate knowledge about my work					
20	I am able to perform my work well with minimal time and effort					
21	I can perform my tasks with minimal supervision					
<b>Contextual work behaviour</b>						
22	I keep looking for new challenges in my job					
23	I know how to quickly solve and overcome difficult situations and setbacks at my workplace					
24	I actively look for ways to improve my performance at work					
25	I require minimal contributions from team players during difficult times at work					
<b>Counterproductive work behaviour</b>						
26	I complain about issues affecting my work to peers and management					
27	I do what is expected of me					
28	I speak with people outside my organisation about the negative aspects of my job					
29	I feel this job makes me work below my capabilities					

**THANK YOU**