UNIVERSITY OF CAPE COAST

ASSESSING THE PERFORMANCE APPRAISAL SYSTEM OF LOCAL

GOVERNMENT SERVICES IN THE CAPE COAST METROPOLIS

BY

ROMEO JAGRI

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Dissertation submitted to the Department of Human Resource Management
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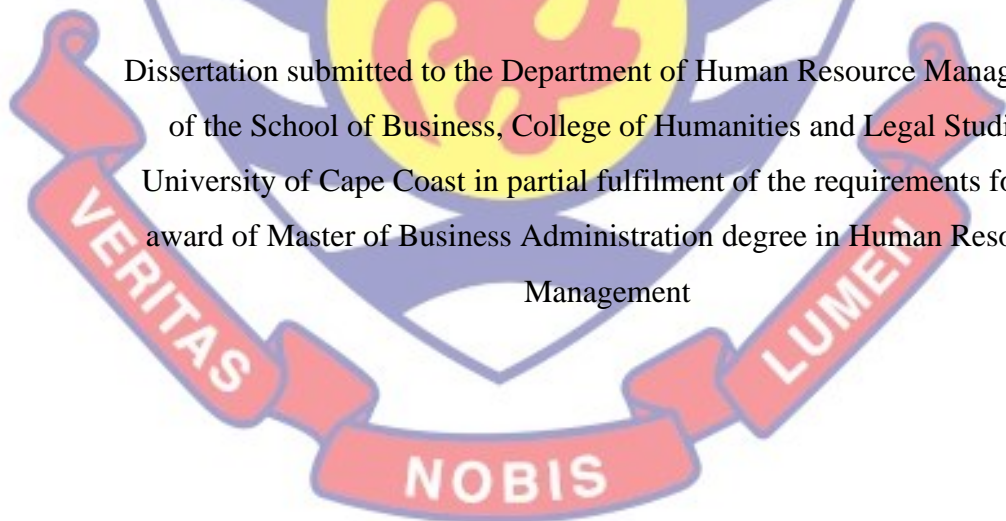
SEPTEMBER   2022

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original work and that

no part of it has been presented for another degree in this university or elsewhere.

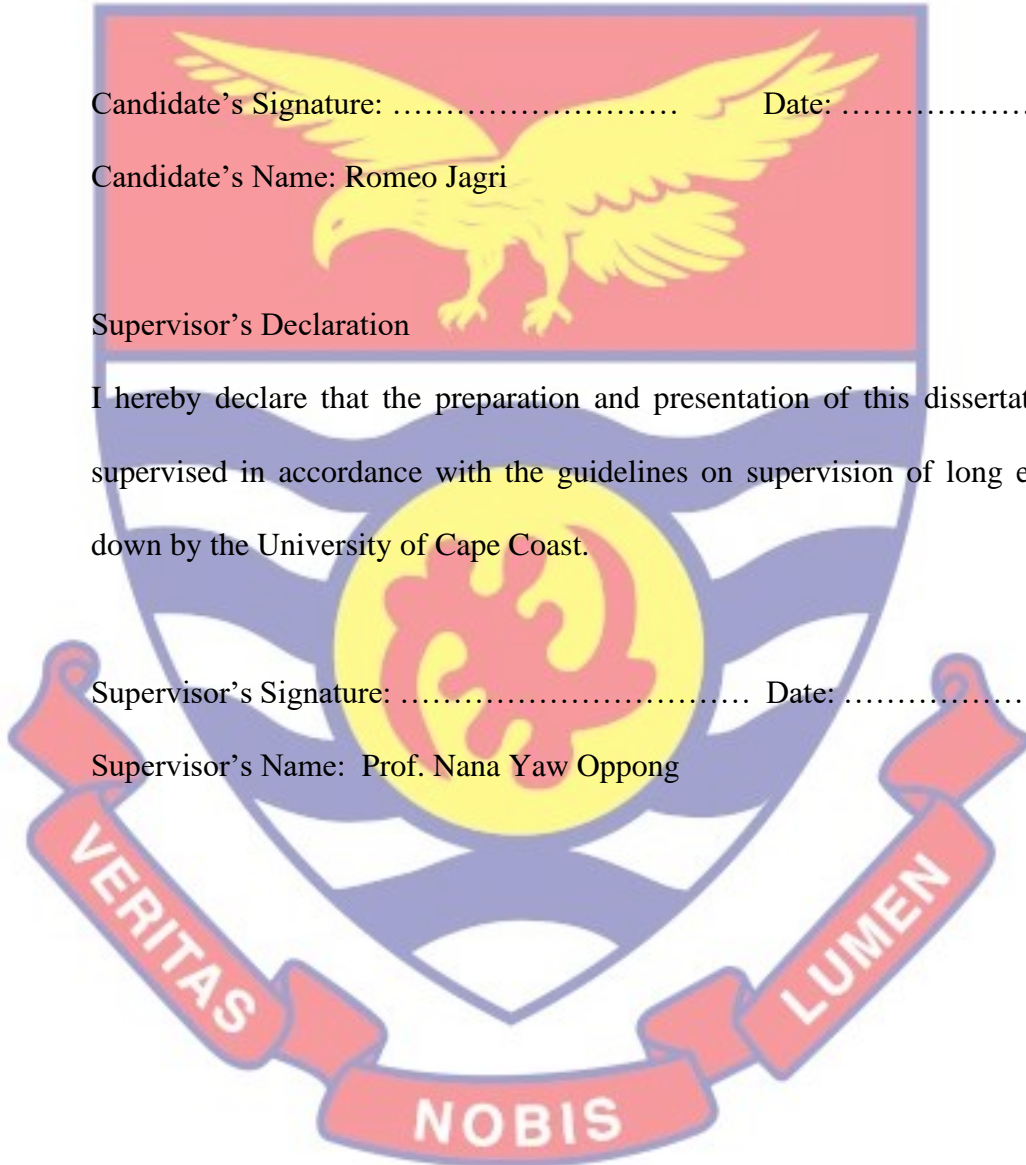Candidate's Signature: ………………………   Date: …………………..

Candidate's Name: Romeo Jagri

Supervisor's Declaration

I hereby declare that the preparation and presentation of this dissertation were

supervised in accordance with the guidelines on supervision of long essay laid

down by the University of Cape Coast.

Supervisor's Signature: ………………………… Date: …………………………..

Supervisor's Name: Prof. Nana Yaw Oppong

ABSTRACT

The purpose of the study was to evaluate the performance appraisal system Local Government Services in the Cape Coast Metropolis. The study employed a qualitative and case study design to address three research objectives that guided the study. The procedural justice theory proposed informed the study. Both HR managers and junior staffs of the Local Government Services in the Cape Coast Metropolis totaling seventeen (17) were sampled purposively for the study. A semi-structured interview guide was developed to elicit data from the study participants. The qualitative data analysis techniques involved thematising lived experiences, opinions, perceptions and beliefs of participants on the performance appraisal system. In addressing the stipulated objectives thematic analysis was employed to analyse the data. Findings indicate that performance appraisal system of Local Government Services in the Cape Coast Metropolis was found as effective by human resource managers whiles the junior staff perceived otherwise. Again, the performance appraisal process was besieged with numerous challenges. This revelations lead to the conclusion that performance appraisal at the Local Government Services in the Cape Coast Metropolis is not effective because it lacked reciprocity in terms of feedback and communication. The study therefore recommends that effective feedback should be instituted by Government Services in the Cape Coast Metropolis to overcome their weaknesses of employees are with regards to their performance. The study further recommends that management should continually have a dialogue with employees on their performance.

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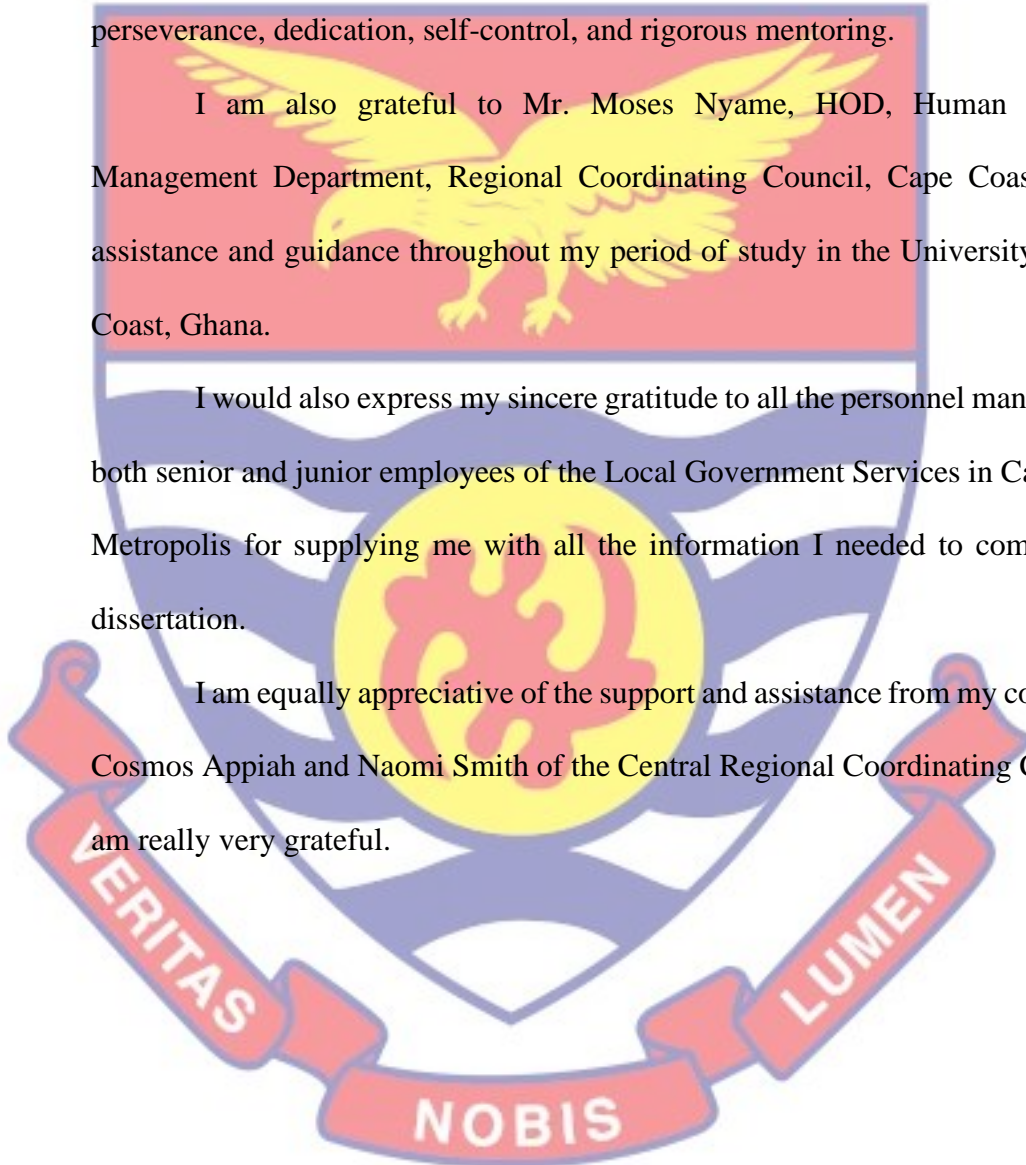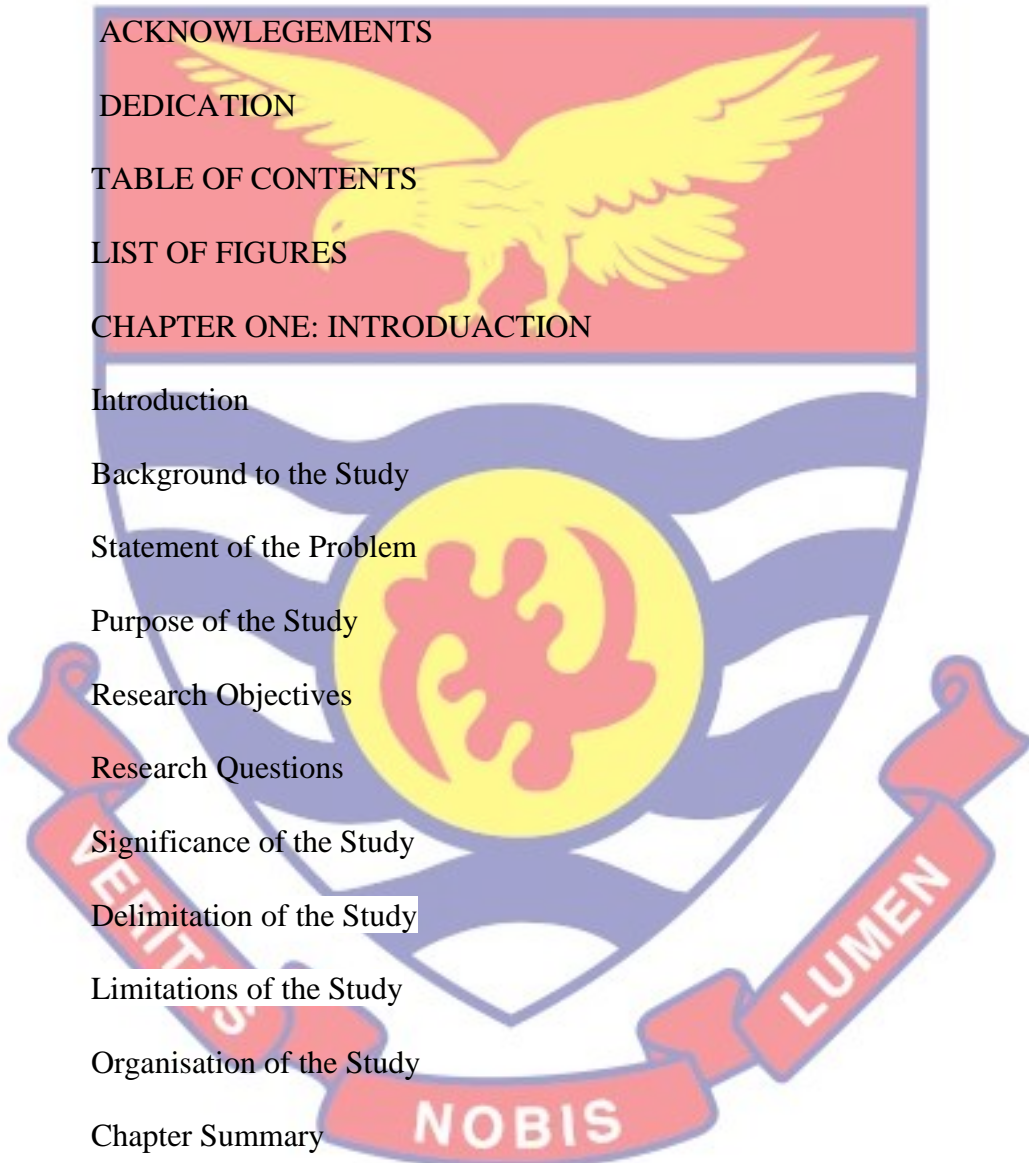
DEDICATION

To my lovely wife Madam Naomi Tiwaa, My daughter Tina Bio, My daughter

Chemake Mpabah Hannah, My son Mpabah Prince Dade-Packer and My
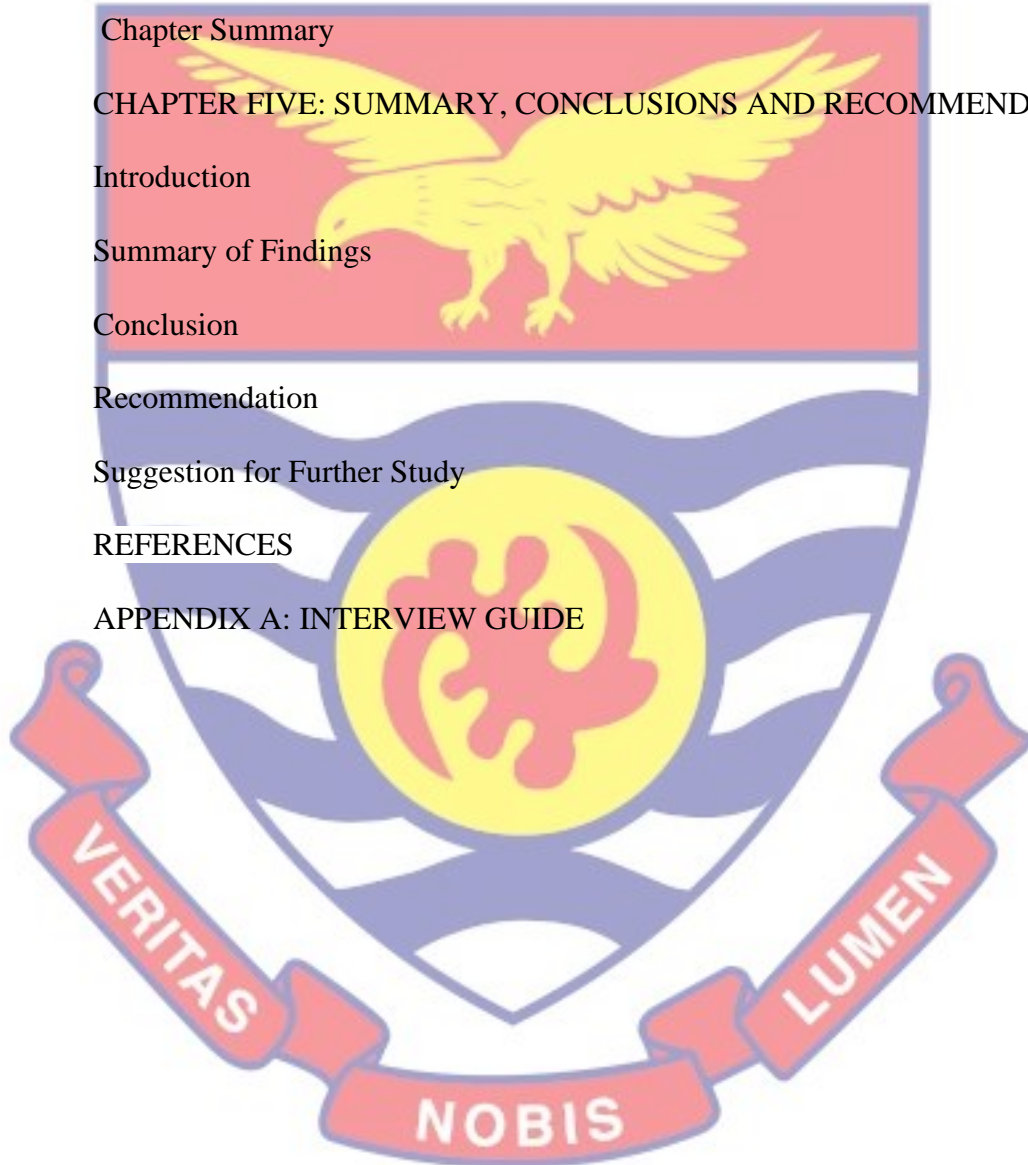
daughter Mpabah Nyinawu Echiedambe

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CHAPTER ONE

INTRODUCTION

The value of human capital as an organization's most valuable asset has been recognized for some time. The logical conclusion is that if a company does not maximize the potential of its employees, it will fail. That is especially true of service-oriented businesses. In the modern workplace, managers are faced with the issue of devising long-term plans for the management of human resources that are also capable of maximizing the performance of their companies (Imran, Arif, Cheema & Azeem, 2014). Organizations depend on human resource processes like performance appraisals, for example, in order to maximize the potential of their workforce. The study explored the appraisal system of Local Government Services in the Cape Coast Metropolis. This chapter includes information about the history of the study, as well as the purpose and motivation behind it, and it also articulates the study problem. In addition, this chapter discussed the particular goals and research questions of the study, as well as its significance and delimitation. The chapter concludes with an outline of how the subsequent chapter will be structured.

Background to the Study

Organisations engage the services of employees with the intention of increasing productivity and profits. Though human resource managers during the process of recruitment put in every effort to bring on board with the right skills, knowledge and attitude for the work, their performance will have to be evaluated from time to time. Performance appraisal is a widely utilized formal review in

numerous workplaces both public and private to decide workers' performance corresponding to the accomplishment of organisational objectives, and to choose ways for future goals (Smith & Mazin, 2011). A performance appraisal is the embodiment of the tools, methodologies, and regulations that are used by qualified evaluators in the process of guiding the appraisal of staff members (Uzonna, 2013).
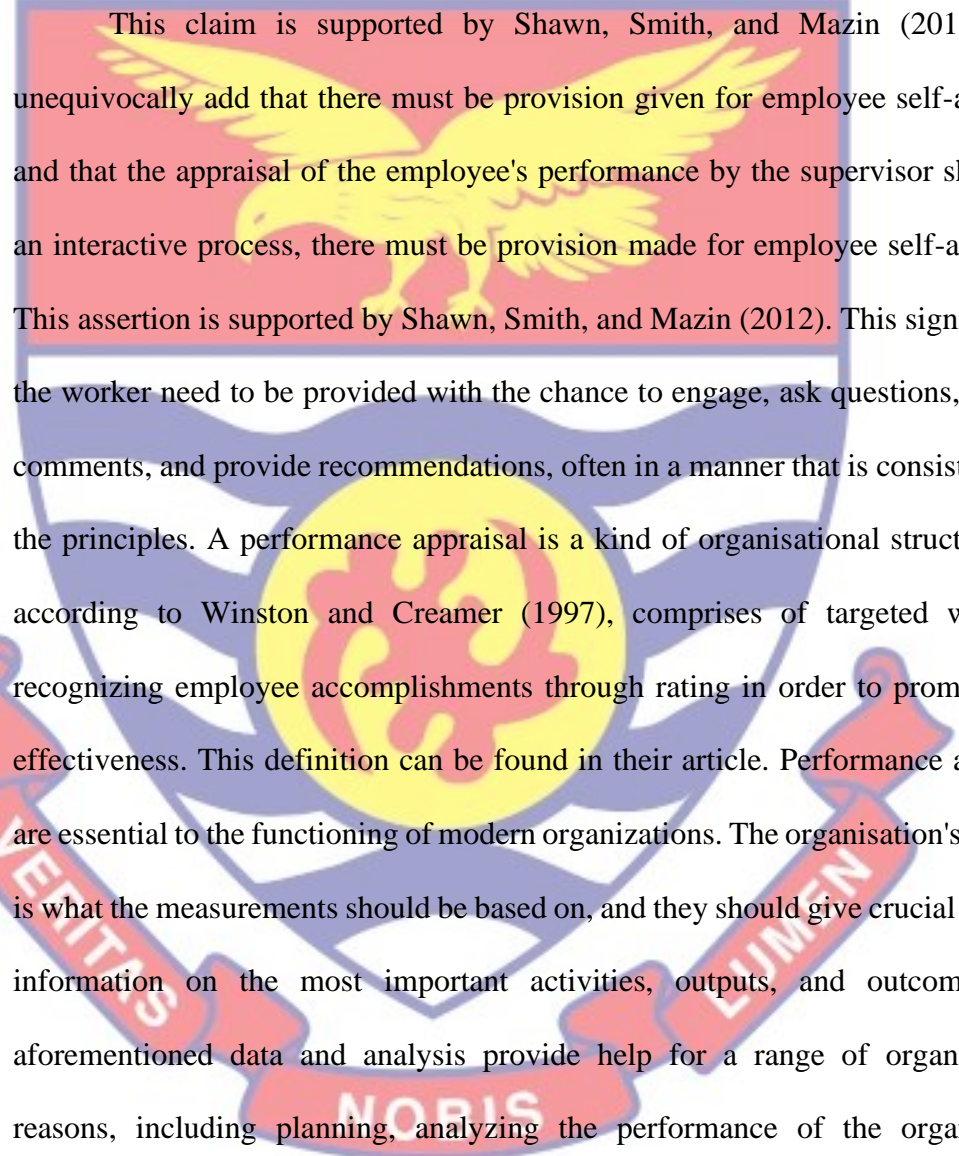
According to a number of recently published research on performance management and job reviews, such as MacMillan (2022), performance appraisals should be a summary of a yearlong discourse. The Charted Institute of Personnel Development (2013) states that although performance appraisal is a crucial component of performance management, it is not performance management itself but rather a framework for appraising worker performance. Despite the importance of performance appraisal within the larger framework of performance management, this is in fact the case. The reality is that this is the case even though performance appraisal are a crucial component of any effective performance management system (Price, 2004). The findings of the evaluation are used by a great number of companies as the basis for making choices on the workers' promotions, compensations, awards, increments, training, and career development programs (Bunlin, 1996).

It would seem that the topic of appraisal system is one of the most contentious issues being discussed in management circles. According to Kurt (2004), even though corporate executives recognize the importance of performance review programs, they are typically dissatisfied with them due to the many obstacles that prevent them from accomplishing their goals. Management's primary

duty is to oversee an organization's operations and make certain they are carried out in the most productive manner possible. In order to accomplish these objectives, managers need to be able to accurately detect and appraise the levels of performance shown by both the organisation as a whole and by each of its personnel (Kurt, 2004). An evaluation of an employee's performance has been called a management tool with the goals of fostering better communication within the workplace, elevating the level of work that is being produced, and increasing personal responsibility (New Charter University, 2014) This is the idea that forms the basis for the legal obligation that all organizations assess the performance of their employees (Derven, 1990).

Lawler, Benson, and McDermott (2012) found that performance appraisals are successful when based on collaboratively determined objectives (by supervisor and staff) and driven by the organization's business plan, and when done by trained managers. Performance appraisals are successful when employee performance is based on collectively defined objectives (by supervisor and employees). In addition to this, the phrase also suggests that performance reviews are useful when this phrase also suggests that performance reviews are useful. They go on to say that performance evaluations may be highly useful tools provided that they are developed and carried out appropriately by staff who have received enough training, and that managers are held responsible for the quality of the evaluations that they conduct. According to Mitchell and Gamlem (2012), appraisal systems are only effective when the design of the appraisal and the way it is carried out align with the organization's vision, mission, and strategic objectives. This is due to the

fact that every organisation is different, and its processes should reflect that difference. They recommend that, for instance, if a rating scale is utilized, the organisation must select which rating style best meets its requirements in order to maximize its effectiveness.

This claim is supported by Shawn, Smith, and Mazin (2012), who unequivocally add that there must be provision given for employee self-appraisal and that the appraisal of the employee's performance by the supervisor should be an interactive process, there must be provision made for employee self-appraisal. This assertion is supported by Shawn, Smith, and Mazin (2012). This signifies that the worker need to be provided with the chance to engage, ask questions, reply to comments, and provide recommendations, often in a manner that is consistent with the principles. A performance appraisal is a kind of organisational structure that, according to Winston and Creamer (1997), comprises of targeted ways for recognizing employee accomplishments through rating in order to promote staff effectiveness. This definition can be found in their article. Performance appraisal are essential to the functioning of modern organizations. The organisation's strategy is what the measurements should be based on, and they should give crucial data and information on the most important activities, outputs, and outcomes. The aforementioned data and analysis provide help for a range of organizational reasons, including planning, analyzing the performance of the organization, refining procedures, and comparing the performance of the organisation with benchmarks derived from "best practices" (Averson, 1998).

Rating has been used in the process of appraising employee performance in comparison to the components and criteria outlined in an employee's performance appraisal plan, as well as providing a rating of record within the context of formal performance appraisal processes (MacMillan, 2015). In order for workers to be successful in their jobs, it is of the highest importance that they possess the proper levels of knowledge, skills, and attitudes. Internal competences are those that employees bring to their jobs, such as their knowledge, abilities, and attitudes, or those that they must learn via training in order to acquire. While an organisation conducts performance appraisals, the results create feedback that may be either favorable or bad for the management as well as the workers. This is true regardless of the organization's goals when conducting the evaluations. The duty of controlling the performance of employees is an important component of the job that is conducted by all managers and authorities in every company. This aspect of the job is undertaken by all managers and authorities in every business. Controlling employee performance, or the lack thereof, has a significant impact on the financial as well as the programmatic aspects of any firm. Consequently, performance management of personnel is just as important as management of both financial resources and program outcomes (Kurt, 2004).

The annual performance appraisal of the staff that is engaged in the various institutions has the potential to go a long way toward enhancing the performance of the staff that is employed in those institutions, provided that it is carried out appropriately and according to its intended purpose. A trustworthy performance review is one that not only encourages workers to be prompt and reliable, but also

to perform to the best of their ability. This kind of review is the most reliable (Chartered Institute of Personnel Development, 2013). The performance appraisal is another essential instrument in the hands of management that may assist in the orientation of newly hired personnel as well as enhance the job performance of workers whose performance is below average. Appraisal of past performance are one of the most essential components of a successful company and human resource management strategy (Kressler, 2003).
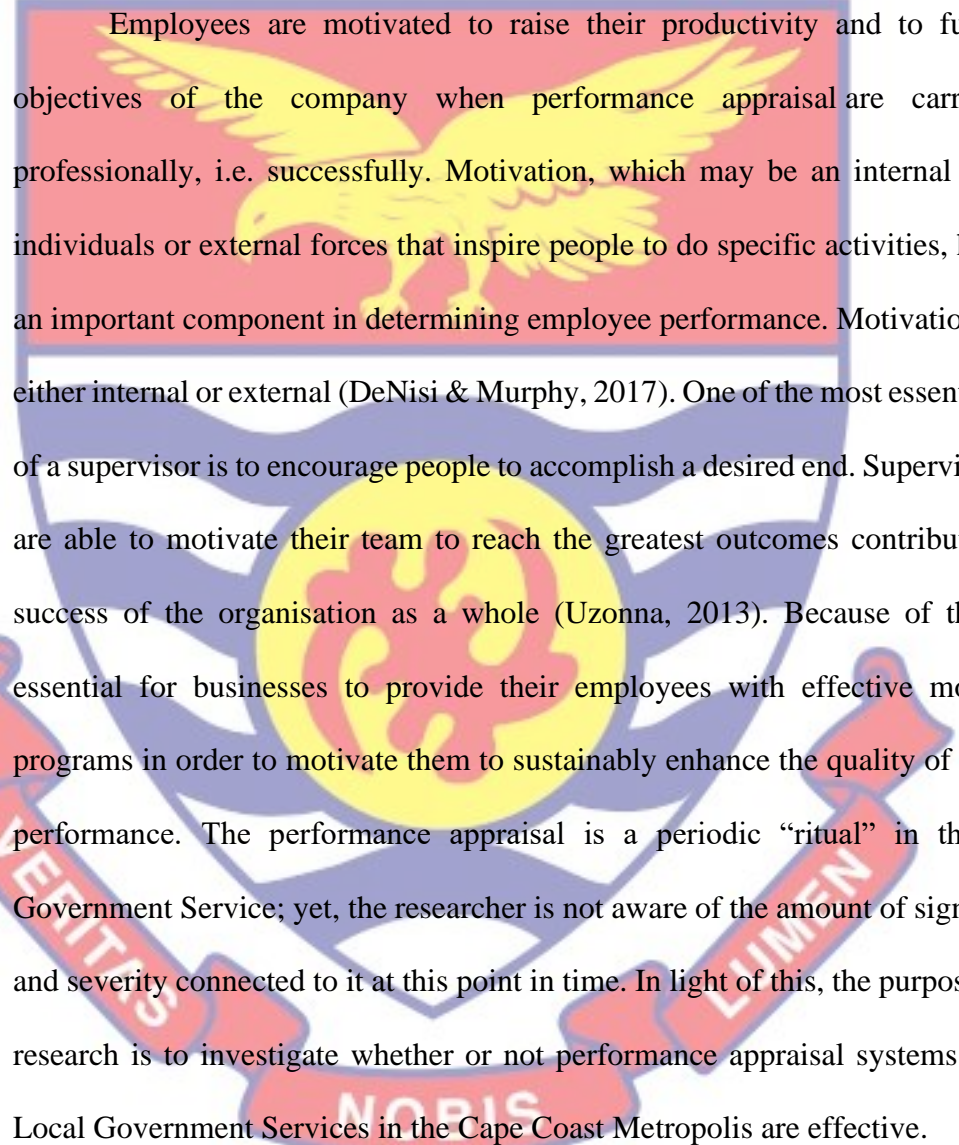
Rewarding and promoting successful performance in companies, as well as identifying poor performers for the purposes of development programs or other personnel actions, are both essential components of good human resource management. Good human resource management also involves recognizing and rewarding employees for their contributions to the success of the organization (Pulakos, 2003). It is very necessary to be able to appraise the job performance of workers in a way that is both accurate and fair in order to be able to carry out performance appraisal. Appraising the performance of workers is a challenging undertaking. After the supervisor has gained an understanding of the requirements of the position and the information sources, the information must be gathered in a methodical fashion, communicated to the employee in the form of feedback, and incorporated into the performance management process of the organisation so that it can be used to determine compensation, job placement, and training decisions and assignments (London, 2003).

Appraisals are utilized in many companies to assist in the determination of reward outcomes. This is accomplished by determining which workers should be

awarded the bulk of the available merit, which may include things like wage raises, bonuses, and promotions. For the same reason, the findings of the appraisal system are used to identify employees who are not performing up to standard and who may need some type of counseling or, in the most severe circumstances, a demotion, a cut in pay, or even termination (Chadbourne, 1994). Again, some of the applications for performance reviews have included ensuring equal employment opportunity, determining promotions and transfers, and determining pay raises. Evaluation of past performance has always been seen as representative of an organization's overall management structure. It has also been referred to as the auditing function of an organization, focusing on the efficiency of people, groups, and whole divisions (Awosanya & Ademola, 2008).

According to Chadbourne (1994), appropriate appraisal methods have the potential to improve the efficiency with which educational institutions are managed, the quality of instruction that is provided to students, and to satisfy acceptable requirements for accountability. Therefore, there have been efforts made in the majority of learning settings throughout the world in an effort to identify the human resource policies that are necessary in order to imbibe and support the atmosphere of continuous learning. These efforts have been performed through looking at a variety of various aspects of people, such as the provision of training and the appraisal of performance. One of the things that contributes to the exceptional performance results that a large number of businesses are able to achieve is regular performance appraisal, which is a well-known and well recognized fact (Averson, 1998). In general, these sorts of businesses or institutions

are praised for the high-performance work systems, learning or adaptable organizational structures, mutual or high-commitment models, and so on that they have. Other notable characteristics that these businesses or organizations may have include: (Applebaum & Butt, 1994).

Employees are motivated to raise their productivity and to fulfill the objectives of the company when performance appraisal are carried out professionally, i.e. successfully. Motivation, which may be an internal drive in individuals or external forces that inspire people to do specific activities, has been an important component in determining employee performance. Motivation can be either internal or external (DeNisi & Murphy, 2017). One of the most essential tasks of a supervisor is to encourage people to accomplish a desired end. Supervisors that are able to motivate their team to reach the greatest outcomes contribute to the success of the organisation as a whole (Uzonna, 2013). Because of this, it is essential for businesses to provide their employees with effective motivating programs in order to motivate them to sustainably enhance the quality of their job performance. The performance appraisal is a periodic "ritual" in the Local Government Service; yet, the researcher is not aware of the amount of significance and severity connected to it at this point in time. In light of this, the purpose of this research is to investigate whether or not performance appraisal systems used by Local Government Services in the Cape Coast Metropolis are effective.

Problem Statement

Performance appraisals are one of the most relevant aspects of management which are often mishandled. According to Bayo-Moriones, Galdon-Sanchez and Martinez-de-Morentin (2019) more often it is seen as a mere process where a supervisor or superior evaluates the performance of a subordinate. The performance appraisal process is a valuable opportunity to formally acknowledge the accomplishments of employees and the contributions they have made to the organization, as well as to establish and maintain a direct connection between employees' levels of performance and the rewards they receive (Heywood, Jirjahn & Struewing, 2017). As a result, one of the primary purposes of performance reviews is to award good work and provide feedback on areas of improvement.

In other words, it provides workers with pertinent feedback and training, and it provides managers and supervisors with a useful framework from which to assess the performances of their staff members' staff members. In addition, it helps the company as a whole (Heywood, Jirjahn & Struewing, 2017). There have been a number of research done to investigate the different settings of performance appraisal for workers. In the banking industry (Okyere-Kwakye, Nor, Assampong, & Awang, 2018), hospitality industry (Holston-Okae, 2018), National Disaster Management (Adjorlolo, 2018), and Zoomlion (Kwame & Mahama, 2017). However, no study has been done to examine the performance appraisal of Local government employees. Also, most of this research were quantitative bias shielding in-depth opinions and perception of employees regarding performance appraisal.

Therefore, the main premise of this study is to conduct a study that examine the performance appraisal of staff across Local Government Services in the Cape Coast Metropolis using a qualitative methodology. A preliminary anecdotes show a periodic appraisal of employee performance across Local Government Services in the Cape Coast Metropolis. The use or non-use of appraisal findings cannot be determined at this time; yet, some workers see performance appraisal as mere formality. A quick look indicates that there is inconsistency in the way that feedback is provided to workers, which is another problem. Significantly, these are bottlenecks that undermine the purpose of performance appraisal, confirming Kurt's (2004) claim that corporate managers are often unhappy with performance appraisal systems since anticipated outcomes are seldom achieved. In other words, these bottlenecks make performance appraisal less effective than it might be.

Again, some employees have voiced their opinion that the performance appraisal system that is used within the Local governance structures does not appear to be effective. The primary reason for this is that no written guidelines have been set for supervisors to follow that would enable them to supervise the whole performance management process, ending in performance appraisal. In addition, the majority of employees lose motivation after being reviewed since they see the procedure as a mere formality. Consequently, the objective of this study is to determine whether or not the performance appraisal system employed by local governments in the Cape Coast Metropolis are effective.

Purpose of the Study

The purpose of the research was to find out the effectiveness of the performance appraisal system used by Local Government Services in the Cape Coast. Metropolis

Research Objectives

In order to make sure that the study accomplishes what it set out to do, the following particular research goals were devised:

1. To assess how staff perceive the effectiveness of the performance appraisal systems of Local Government Services in the Cape Coast Metropolis.

2. To examine how staff are motivated after performance appraisal

3. To identify the challenges of performance appraisal system of Local Government Services in the Cape Coast Metropolis.

Research Questions

In order to accomplish the particular study goals, it is necessary to locate responses to the following particular research questions:

1. How does staff perceive the effectiveness of the performance appraisal systems of Local Government Services in the Cape Coast Metropolis?

2. How staff are motivated after performance appraisal?

3. What are the challenges of performance appraisal system of Local Government Services in the Cape Coast Metropolis?

Significance of the Study

This study will help organizations to stop viewing performance appraisal as an annual ritual and instead view it as a continuous activity that will enormously enhance the success of the organisation. It will also emphasize employees' understanding and appreciation of the performance appraisal system, as well as the significance of objective, systematic, and effective performance appraisal. The results will be helpful in the process of policy making because they will serve as a roadmap for human resource managers and policy makers to follow in developing policies that will integrate aspects of employee motivation, effective internal communication, and training. By concentrating on ways to enhance performance assessment, it will contribute to the growth of the body of knowledge and deepen our comprehension of the steps involved in the management of human resources.

In addition, it would help human resource professionals learn about the business world's performance assessment requirements and create the programs required to fix problems and recognize success. In addition, it will highlight knowledge gaps that may be used by future students and researchers in order to further our understanding of the connection between performance reviews and employee productivity. In addition, the research has the potential to add to the body of knowledge by providing evidence for or against the validity of already supporting hypotheses applicable to the African environment. Human resource management professionals may use the performance system as a model for enhancing service delivery and for recommending reforms to other branches of local government facing analogous challenges.

Delimitation of the Study

This research examines the efficacy of performance appraisal as a human resource technique within the Local Government System. Employees of Local Government Services in the Cape Coast Metropolis participated in the survey, and therefore, respondents were selected from Local Government Services in the Cape Coast Metropolis. Other Local government agencies and public entities within the region were excluded, however, these institutions can take recommendation from this study. Methodologically, the study adopted qualitative approach coupled with and interpretivist research paradigm informed by a realist ontological stands and constructionism as it epistemological position.

Limitation of the Study

While doing the study, the researcher ran across several difficulties. The COVID 19 pandemic and its accompanying limitations made it difficult to gather data and slowed down the administration of questionnaires to respondents. In addition to the researcher's limitations, the study only included data from the Cape Coast Metropolitan Area, which is too limited to be applied to the whole parent population. The research should have covered at least half of the Local Government Services in Ghana and used a mixed methodology to allow for the inclusion and generalization of study results to a larger population.

Organisation of the study

The purpose of the research was to evaluate the efficacy of the performance evaluation technique used by the Local Government Services Cape Coast Metropolis. The investigation is broken into five sections. The first chapter discusses the study's context, issue description, research objectives, research question, scope and limitations, significance, and design. The second chapter examined pertinent literature, the concept of performance appraisal, the relevance of performance appraisal, methods of performance appraisal, perceptions of the effectiveness of performance appraisal, employee motivation following performance appraisal, and the challenges associated with performance appraisal. In the third chapter devoted attention to the methodological considerations such as the study's population and sample size, sampling technique, research equipment, data collection methodology, and data processing procedures are examined. Depending on the sample size and methodology used, Chapter Four analyzes and interprets the collected data. In Chapter 5, the researcher summarized the study's results, provided recommendations for addressing the difficulties mentioned, and proposed further research based on the study's limits and conclusions.

Chapter Summary

The chapter began with a historical framework for the research, with references to previous publications to establish the relevance of the study. The next portion of the chapter featured a summary of the situation, which gave a logical explanation of the topic at hand and emphasized the gaps in previous research. Soon

after, the main purpose of the study was elucidated, and three subgoals were formed

to guide the research. The research questions were created based on the stated study

objectives. Next, we examined the limits of the research and how we intended to

format the following chapters. The previous chapter offered a literature review

consistent with the stated objectives of the research.

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CHAPTER TWO

LITERATURE REVIEW

Introduction

The review of pertinent and related literature was based on the predetermined research objectives. The literature review captured the supporting theory that underpins the study and explains the concept of performance appraisal, the relevance of performance appraisal, the methods of performance appraisal, the perception of the effectiveness of performance appraisal, the motivational status of employees following performance appraisal, and the challenges associated with performance appraisal. An examination of the empirical literature pertinent to the topic from prior investigations. To throw light on the interaction between the several components considered, a theoretical architecture was developed.

Theoretical Underpinnings of the Study

Thibaut and Walker (1975) propounded the procedural justice theory, which focuses on how fair people find the processes by which judgments regarding outcomes are made (George & Jones, 1999). The evaluation of employees' performance, the resolution of complaints and disputes, and the distribution of rewards and punishments are all examples of procedural choices. Employees' observations are crucial in procedural justice theory, as they are in equity theory; employees' responses to processes rely on workers' views of the procedures, not the procedures themselves. The purpose of procedural justice theory is to foretell how individuals will respond to their own performance reviews based on their sense of

the reviews' fairness. An individual's perception of how they are being treated may be framed by their awareness of and reaction to information concerning the treatment of the group as a whole (Rupp, 2011). (Brockner & Wisenfeld, 2006). When several people within a group have been subjected to the same treatment.

Judgements of justice at the social level may influence individual judgments of justice even when an individual has not encountered injustice firsthand (Lind, 2008). According to the idea of procedural justice, workers will have a higher degree of motivation to perform at a high level if they perceive that the procedures used to determine how incentives are distributed are fair. This is because fair procedures will result in more employees receiving awards (Quang & Thang, 2005). When workers have faith that their performance reviews are accurate and objective, they are more inclined to put up their best effort for the company. If workers perceive that their performance will not be correctly appraised, they will be less motivated to perform at a high level. This may be because the employee's supervisor is uninformed of the employee's contributions to the business, or because the supervisor permits personal sentiments to affect performance appraisal (Quinn & Rohrbaugh, 1981). The purpose of the theory of procedural justice is to analyze and clarify the factors that lead to employees' judging a given method as fair or unjust, as well as the effects of these varying assessments (Prendergast & Topel, 1993).

The notion of procedural justice relates to the extent to which people believe the procedures employed to produce alternatives are fair (Colquitt & Greenberg, 2003; Thibaut & Walker, 1975). The practice of allowing people to participate in

decision-making processes that impact them is one of the distinguishing elements of procedural justice (Thibaut & Walker, 1975). According to Leventhal (1980), fair processes also require the suppression of bias rather than forming judgments based on assumptions; the correctness of presenting all accessible and pertinent information; and the correctability of procedures in light of employee feedback. Such as, prejudice suppression. In the context of performance assessments, procedural justice refers to the seeming fairness of the methods used to evaluate a person's level of performance (Greenberg, 1986).

Strong employee reactions to perceived procedural injustices, particularly in the highly socioemotional and economically significant context of performance evaluations (Murphy & Cleveland, 1995), have inspired theory and interventions aimed at enhancing the procedural fairness with which performance appraisals are conducted in organisations. These reactions were inspired by the strong employee reactions to perceived procedural injustices that were outlined in the opening paragraph. These hypotheses and treatments have been developed with the intention of enhancing the procedural fairness with which performance evaluations are carried out inside companies. Greenberg (1987) conducted a groundbreaking study in which he reasoned and showed that the presence of an elaborate record-keeping system in a manager's office increases the likelihood that employees would believe that their performance assessments accurately reflect their actual work habits. The basic, comprehensive, and three-step method to due process that Folger, Konovsky, and Cropanzano (1992) developed for completing fair performance evaluations was described in detail. According to this theory, employees must first

get sufficient understanding of the performance standards, in addition to receiving performance feedback that is both regular and timely.

The second component of a fair hearing is for a supervisor to provide a preliminary performance appraisal of an employee based on sufficiently frequent observations of that employee's job or work product. Employees are then given the chance to participate to the appraisal and to contest it if they believe it was conducted in an unfair way. In conclusion, due process appraisals are focused on facts about an employee's real performance, as opposed to being influenced by factors like as personal biases. As a result, it is reasonable to assume that individual ratees will depend on the overall agreement on the fairness of the methods in order to grasp their own unique experience during the appraisal session. When employees believe that other members of their collective are not being treated fairly, they see this as an attack on the collective (Lind & Tyler, 2012). As a result, their perceptions of the fairness of the processes being examined should influence their assessments of the fairness with which those procedures are executed.

Concept Performance Appraisal

The effect or consequence of acts of an individual is results. The success of a person thus becomes a skill and motivation feature (Ainsworth, 2012). Performance appraisal (e.g. performance appraisal, assessment and measurement) is an ongoing analysis of the job success or deficiencies of individuals in the company (Heslin & Vande-Walle, 2011). The creation and use of performance measurements or indicators, which are observable qualities of goods, facilities,

processes, and activities used to monitor and improve efficiency, is a crucial factor in enhancing performance (Bouskila-Yam & Kluger, 2011). Noe, Hollenbeck, Gerhart, and Wright (2016), like many other resource practitioners, view the performance evaluation as a component of the overall performance management process. Historically, many individuals viewed the formal performance appraisal method that is conducted once or twice a year as the primary method for monitoring staff performance.

Noe, Hollenbeck, Gerhart and Wright (2016) added that the input from the assessment allows employees to adjust their performance according to organizational objectives and to allow employees to develop their job. Shelley (2009) defines performance evaluation as a method in which information about an employee's relative value is gathered, analyzed, and documented. The purpose of the performance appraisal is to assess and enhance the employee's present performance and future potential. Their objective is to determine what a worker performs.

Shelley (2009) finds performance appraisal once again to be a comprehensive way to monitor, assess and schedule an employee's success over a given period of time. It is a powerful method for assessing, improving and rewarding the employee's results. When focusing on performance, the assessment of results focuses on the HR team and represents Team's involvement in employee growth. Moats (2009) confirms and adds that a performance assessment is a mechanism by which businesses measure the performance of employees on the basis of predetermined criteria. Moats (2009) explains the key goal of assessment,

namely to better help managers recruit and utilize human capital and eventually increase productivity. According to Moats (2009), when properly performed, Shelley (2009) assessments are intended to demonstrate how workers can enhance their performance, recognize employees' goals and allow managers to assess the productivity of the subordinates and take action on recruiting, promotions, demotions, training, pay, work design, transfer and terminating.

The aforementioned demonstrations by Moats and Shelley (2009) together depict the performance appraisal as a straightforward, brief, regular, and objective grading method for an employee's current function that may also be utilized to evaluate the staff's potential for professional growth. According to Moats, the benchmarks of such an appraisal are often the work requirements in line with the organization's original goals, as well as perks and incentives. (Mitchell & Gamlem 2012). An organisation employs a person to achieve certain goals and goals in order to use his skills. The employer needs to take stock of each employee's interest, his ability and his future in the business every so often. In the view of the researcher, this is accomplished through performance evaluation practice. According to Moats (2009), performance appraisal were primarily utilized for administrative objectives in major organizations in the early 20th century, such as promotion, remuneration, and bonuses.

Nevertheless, organizations and academics have continually stressed the use of personnel evaluations for motivational and organizational planning purposes since the 1960s. In addition, for many company performance evaluations, the effectiveness of all facets of the enterprise, from personnel and growth through to

manufacturing and customer support has become an essential instrument (Moats, 2009). According to Farnham and Pimlot (2010), while evaluating employee performance, the manager looks for methods to improve it and assists employees in capitalizing on their strengths to improve future performance. They underline the importance of evaluation since appraisals of employees' potential and development needs predict the quantity and kind of work they will be able to do in the future. At the same time, strategies for enhancing workers' future careers via training are developed.
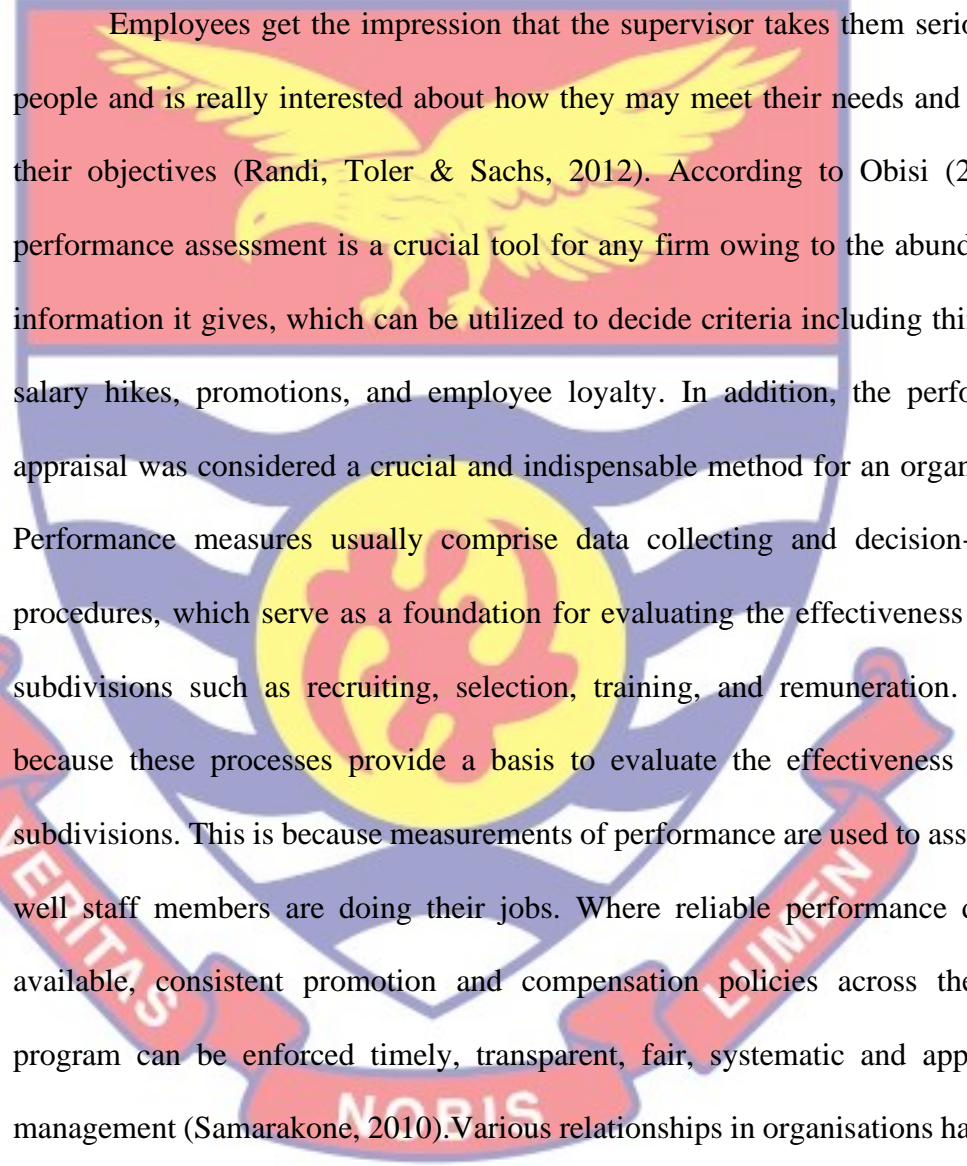
Smith and Mazin (2011) often express the performance appraisal that takes place at their yearly review meeting in the official appraisal and appreciation that they provide to their colleagues. Some companies have done away with the once- or twice-yearly appraisal in favor of less formal methods of performance management. These methods concentrate on providing employees with improved and more frequent feedback in order to assist them in improving their skills and working toward the company's goals. Smith and Mazin (2011) argue further that although some businesses can function quite well without properly structured evaluations lately, the majority of businesses cannot, others are more restricted to assessments, ignoring that assessment is just a sub-set of the overall performance management process. However, they emphasize that an underestimation method may do more damage than good and encourage businesses with processes that don't help them achieve their performance outcomes to pause the process, evaluate the process from beginning to end, and implement a new appraisal method that can help them achieve their corporate goals.

The Relevance of Performance Appraisals

Performance Review helps enhance the efficiency of workers, and also increases the company's overall quality (Kessler, 2013). Quality evaluation may also boost consistency through daily performance reviews. It helps to recognised areas of problem that hinder development and cause inefficiency. It can also define the strength and the growth areas of a person and how those strengths and weaknesses can be used and how they can be used (Decenzo & Robbins, 2017). There is sometimes disagreement between the different goals of the appraisal system. It is possible to utilize an appraisal to improve present outcomes, input, encouragement, training needs, future recognition, people' understanding of the requirements, and support with career growth. Information about career progression and planning for human resources may be accomplished with its help. According to Rendell (2014), evaluators may have the desire to discuss issues that are associated with their jobs, but they are extremely careful about what they say because they do not want to jeopardize the possibility of receiving a salary increase.

The appraisers should be specific about the purpose and essence of the appraiser and appraised. Weitzel (2010) finds a power sharing exercise to be a performance evaluation. In order to succeed, it must be a business and construction endeavor with both employees and supervisors' feedback. The program should also reflect instead of its flaws and shortcomings on the strengths and accomplishments of the workers. The appraisal will result in a plan for the employee's future development and professional progress. The principle of assessment should be entirely pursued by top management (Lopez, 2018). They will ensure that the

members of the Union and all workers are consulted. The team reiterates its desire to be now and in the future a member of the company. There are also needs for training. Time is spent thinking about the quality of work without regard to money problems. When assessing employee results, the supervisor is more confident.

Employees get the impression that the supervisor takes them seriously as people and is really interested about how they may meet their needs and achieve their objectives (Randi, Toler & Sachs, 2012). According to Obisi (2011), a performance assessment is a crucial tool for any firm owing to the abundance of information it gives, which can be utilized to decide criteria including things like salary hikes, promotions, and employee loyalty. In addition, the performance appraisal was considered a crucial and indispensable method for an organization. Performance measures usually comprise data collecting and decision-making procedures, which serve as a foundation for evaluating the effectiveness of staff subdivisions such as recruiting, selection, training, and remuneration. This is because these processes provide a basis to evaluate the effectiveness of staff subdivisions. This is because measurements of performance are used to assess how well staff members are doing their jobs. Where reliable performance data are available, consistent promotion and compensation policies across the entire program can be enforced timely, transparent, fair, systematic and appropriate management (Samarakone, 2010).Various relationships in organisations have been designed to accomplish particular goals and objectives (Chambers, 2005).

There are some goals to be met by human or community workers within the company. Hoyle (2006) notes that management is often attempting to encourage

employees through training, motivational packages and various awards systems in their work performance. Nonetheless, workers do not always meet goals if these opportunities are offered. Therefore, it will be necessary for organizations to conduct performance reviews as well as evaluations of the approaches used to discover the causes of performance gaps and to implement solutions to close those gaps in order to maximize the likelihood of attaining performance objectives (Steel & Broady-Preston, 2002). The staff are able to go above and beyond what was asked of them in past situations.

As a result, evaluations are necessary in order to investigate the reasons behind the occurrence of any of these possible outcomes and to provide information that may either drive higher levels of performance or ensure that existing levels of performance are maintained (Boyd, 2008; Schraeder et al., 2007). It implies that testing and assessments compare actual results to the intended objectives. As a consequence, the assessment process is greatly influenced by the expectations of assessors and appraisers.

Methods of performance appraisal

The performance appraisal of employees may be broken down into two primary categories: informal and formal performance assessment. Both of these categories are subdivided further into several subcategories (Cole, 2004). An employee is given an informal appraisal on a more frequent basis by a supervisor during the normal course of business. This kind of evaluation is ad hoc in nature according to (Taylor 2003; Stone, 2000). Yee and Chen (2009) posited that in an

appraisal, the superior and the subordinate would often discuss the employee's performance while using specific reference phrases for this purpose. Yee and Chen (2009) assert that there are numerous approaches to performance evaluation, and these approaches can differ depending on the variables that are being measured, including what is being measured, who is measuring it, how it is being measured, why it is being measured, and any other context-specific variables that may be relevant. Elaborated below are some of the forms of assessment approaches that do not apply in particular:

360-Degree Feedback

The 360-degree feedback is a traditional method of appraisal, in which managers appraise their staff on their own, is no longer enough for the organisation. As a result, many businesses have adopted the concept of 360-degree feedback, which encompasses both upward and downward input (Dessler, 2000). This approach to evaluating employees not only offers a more holistic view on employee performance, but it also gives workers the opportunity to get insight into how their colleagues and superiors evaluate their performance (Gallagher et al, 1990). This approach, for instance, entails the transmission of questionnaires to superiors, peers, line managers, or subordinates, and the performance of customers on a number of performance dimensions or competences is also evaluated using this method.

A research investigation into the usefulness of 360-degree assessment was assessed as excellent, according to Decenzo and Robbins (2005). This was due to the fact that the feedback result was more accurate and the reduction of subjectivity

in the assessment process. According to Oz and Deniz (2012), who concur with this statement, a 360-degree approach is very effective in a company where there is collaboration, employee growth, and contact with a large number of people because managers, subordinates, staff, project partners, customers, and employees themselves all provide input. This is because a 360-degree approach gathers input from all of these groups. The fact that Oz and Deniz (2012) concur with this remark lends credence to the assertion that is being made here. According to Luecke and Hall (2006), when workers are participating in the assessment process, it results in a sense of engagement, which is correlated with organizational commitment, and it decreases the risk of errors in the appraisal process since it does not originate from a single source. In addition, Luecke and Hall assert that when workers are part in the appraisal process, they develop a sense of engagement, which correlates with organizational commitment.

Management by Objective (MBO)

Under the MBO method, goals that can be quantified are given primary importance in this approach. Management by objective (MBO) deals with personnel that have had extensive training and are highly competent (Wright, Noe, Hollenbeck & Gerhart, 2004). On the other hand, Obisi, on the other hand (2011). Participation from each employee in the process of identifying what tasks must be completed and the appropriate manner in which they should be completed is required (Werner & Desimone, 2006). Additionally, objective management is a technique in which people develop objectives from the highest to the lowest level of the organizational hierarchy at each level of the hierarchy itself in order to ensure

that workers are able to perform at all levels of the hierarchy (Yee & Chen, 2009). These kind of objectives serve as the basis for the performance review process. According to Groeschl (2003), MBO has the potential to be effective provided that the goals are crystal clear, well-defined, and unambiguous. However, they should be quantifiable, reachable, and demanding all at the same time.

Critical Incident Technique

Within the context of this method, the evaluator is obligated to maintain a written record of instances that reflect both the individual's good and bad conduct (Obisi, 2011). The critical incident method functions in a manner that is similar to that of performance appraisal interviews in that it presents actual, factual situations to a supervisor for the purpose of discussing them with an employee. Nevertheless, this strategy does have a few limitations to consider. It is necessary for managers to categorize the occurrences at least once every week, if not more often than that. That has the potential to become a burdensome task. In addition, the critical incident rating approach does not always need a supervisor to postpone input to staff members, although doing so is possible.

In addition, it is not wise to wait six months or a year before confronting an employee about their wrongdoing or error, since doing so is likely to make the matter more difficult to resolve. In conclusion, the supervisor determines the criteria used to measure employee performance, which may result in an unjust appraisal. Certain firms are encouraging their employees to design or assist define their own performance targets. This may be done for one of two reasons: either to avoid the sense that they are being appraised by unfairly high standards, or to find

a means to deal with such a feeling. Creating or assisting in the setting of performance targets is encouraged in some businesses.

Graphic Rating

A graphical rating scale, also known as a GRS. Under graphical rating scale, appraisers are given a list of dimensions via a graphical rating scale, which is also known as a GRS. Dimensions are aspects of an employee's performance that contribute to assessing how successful they are. Cooperativeness, flexibility, maturity, and motivation are some examples of performance attributes. Another example is maturity. A rating scale consisting of multiples is provided after each dimension (3, 5, or 7). The levels of performance are represented along the scale using a combination of numbers and/or descriptive phrases or sentences. Words like "average," "adequate," "acceptable," and "meets requirements," among others, often serve to anchor the middle of the scale (Kane & Lawler, 2009). A score might also be given to the employee by the supervisor, which would be based on a preset set of descriptors, such as above average, fair, or awful (Ryan & Cousins, 2009). According to Lombardi (2001), the essay form has the advantage of being able to touch on the most important themes in an unbiased manner owing to the fact that there are few limits. This benefit may be attributed to the fact that there are fewer restrictions.

Essay Appraisal

An essay appraisal involves the appraiser to write a statement about the employee being appraised. This assertion will serve as the basis for review. According to Obisi (2011), the method of evaluating an individual via the use of an

essay may simply allow the appraiser to make a series of notes about the strengths of a person's former performance and the projected inadequacies of their promotion potential. This is according to the assertions made in the aforementioned referenced article. A report is compiled by the supervisor in this process, documenting the successes and failures of the workers or subordinates over the course of the previous year, and it is given to the employee or subordinate in question.

Peer Review

When supervisors are not present or do not have any engagement with the employees, peer appraisal is a beneficial tool (Ali, Mahdi & Malihe, 2012). Peers or coworkers very commonly know the real employee's position better than the boss does, which is why they are more immediately impacted by the good or bad conduct of the employee. Peers or coworkers are influenced positively when an employee executes their job well (Jayawarna et al., 2007). This results in improved productivity for the business, as well as a more pleasant working environment and a lower level of dissatisfaction for the employee.

Self-Review

The concept behind self-appraisal is that workers are the ones who are most acquainted with their job, and that their engagement in the process is critical (Ikramullah, Van Prooijen, Iqbal & Ul-Hassan, 2016). Employees evaluate themselves based on a variety of characteristics, most often using an official survey form, and provide suggestions for ways to improve. In the process of evaluating an employee's performance, self-appraisal may also play a role (Audia & Tams, 2017). The great majority of employees do some kind of self-appraisal, whether or not

they are specifically asked to do so as part of the appraisal process (Ichniowski & Shaw, 2009). They contribute to the clarity of their own objectives and show areas of weakness, which may then be addressed.

The manager is often excluded from the process; nevertheless, it is possible that an open dialogue between the employee and management would benefit both their working relationship and the employee's ability to comprehend the situation. According to Meyer (1991), the function of the manager shifts from that of a judge to that of a counselor as a result of engaging in self-review. Because of this job, the manager is able to provide greater assistance to the staff. He continues by arguing that the subordinate's dignity and sense of self-respect may be improved via the process of self-review. Self-appraisal often results in low levels of halo error and little documentation for management. Self-review, on the other hand, should be used in conjunction with other techniques since individuals may not recognize their own flaws in the same way that others do.

Ranking

According to Wayne, Shore and Liden, (1997) the ranking approach gives the evaluator the ability to rank all of the employees in the order of their performance, starting at the highest point and going all the way down to the lowest, or going from the best to the worst. This method is not only easy to complete since there is no norm that it has to adhere to, but it also avoids problems with leniency and central tendency because there is no standard to comply to in the first place (Grobler et al., 2005). It does show who is superior to whom; nevertheless, it does not give a definitive assessment of performance, nor does it reflect the degree to

which one person is better off or in a worse situation than the other. Employees are not allowed to provide comments on the results, which includes both the employees' strengths and faults, as well as any potential future pathways.

Forced Choice

The forced choice approach is an employee appraisal method that requires the evaluator to choose from a set of statements meant to discriminate between successful and unsuccessful performance (Selvarajan, Singh & Solansky, 2018). There are a number of forced-choice methods that demand managers to select which employee is the best, second best, etc. when it comes to performance appraisal. However, skilled appraisers may learn how to manipulate and circumvent the system by awarding high ratings to individuals who are only mediocre but whom they like. The complexity and expense involved in the development of forms is an additional disadvantage (Khalid & Alwi, 2018). As a result, the method is often reserved for the middle management and lower management levels, which are the only levels with occupations that are sufficiently comparable to warrant the use of standard or common forms. In conclusion, performance evaluation interviews are not the best place to utilize forced-choice forms since they often have little benefit and possibly have an adverse impact (Majid, 2016).

Perception on the Effectiveness of the Performance Appraisal Systems

According to research done by Goldstein and Brockmole (2016), perception may be defined as the process of information extraction. According to Schroeder, Yang, Banerjee, Romine, and Craig (2018), who also based their description of

perception on cognitive structures, perceptions are processes that determine how human beings interpret the world around them. Schroeder, Yang, Banerjee, Romine, and Craig (2018) also used cognitive structures to describe perception. Interpretation is an active process that occurs when one makes judicious observations, organizes those observations, and then interprets what one sees (Rookes & Willson, 2005). On the other hand, Pfeffer and Salancik (1978, p. 132) describe program effectiveness as an external criteria based on "how effectively the program fulfills the expectations of the different groups and organizations connected with its operations. In other words, the effectiveness of a program is a measure of how well the program satisfies the demands of the various groups and organizations associated with its operations.

To put it another way, the efficacy of a program may be measured by how effectively it serves the needs of the many different individuals and organizations that are connected with its operations (Hines et al. 2000). Armstrong (2016) concurs with Townley (1989) that the employment of performance appraisal procedures once or twice a year as the only method of monitoring performance has tainted the work of several human resource practitioners. This is due to the fact that it is considered just a management control process, with its focus being on what went wrong rather than on the requirements for future growth. In addition to this, there is no other way for performance to be evaluated except via this method.

Again, Armstrong (2016) made the observation that some companies managed the performance evaluation in a vacuum, with little to no link to the requirements of the company. He reiterates that either line managers reject

performance assessment schemes because they are time-consuming and irrelevant, or employees dislike the superficial nature of the performance appraisal since managers tend to be prejudiced because they are just going through the motions. Armstrong corroborates the findings of Murtis (2008), which state that performance assessment all too often devolves into a dishonest yearly ritual. According to Bohlander, Snell, and Sherman (2011), Formal performance assessment procedures sometimes provide unsatisfactory outcomes for a variety of reasons, yet this is not always the case.

These include unclear performance standards, a lack of inputs from staff in the design of assessment tools, which causes staff to perceive the entire process as unfair, and rater bias; a lack of feedback to employees; inadequate training to both staff and supervisors on the appropriate design and use of the appraisal tool; too many form factors; and a lack of feedback to employees (Bohlander, Snell, & Sherman, 2011). The administration of performance appraisals is difficult for managers, and they frequently avoid participating in the process due to the confrontational nature of the activity. Employees, on the other hand, are frequently dissatisfied with the methods of performance management that are based on appraisals. According to Moats (2009), the performance assessment procedures that are most successful are those that are realistic, suitable, and consistent. According to Bodil (2017), the importance of pragmatism may be attributed to the fact that it helps to guarantee that workers readily comprehend the system and that managers efficiently put it into action. Moats puts even more emphasis on the fact that

assessment systems that are too difficult or unrealistic continue to lead to ambiguity, frustration, and non-use.

Moats continues his commentary by stating that time and resources may be squandered as a consequence of using systems that are not particularly pertinent to the task at hand. Unquestionably, the majority of effective assessment systems zero down on and rate just the essential behaviors that lead to professional achievement on the job (Uzonna, 2013). Evaluation methods that do not take these behaviors into account are often flawed, erroneous, and lead to discrimination based on criteria that are unrelated to performance (Bodil 2017). Moats (2009) highlights once again the significance of maintaining uniformity within the evaluation process since it ensures that all workers are assessed using the same scale. This is one of the reasons why the uniformity of the evaluation system is so crucial. Standardized assessments are less effective due to the fact that the criteria for success or failure are very subjective and sometimes meaningless (Mitchell & Gamlem, 2012).

In point of fact, consistency enables an organisation to more easily give different employee evaluations to each other on a regular basis. Moats (2009) contends that in order for organizations to properly structure their assessment procedures, they are required to make the following four decisions: (1) what exactly has to be evaluated? (2) Who should be in charge of the evaluation? (3) Which operation (or procedures) need to be carried out? and (4) What methods will be used to disseminate the findings? The developers of an evaluation system will often take into account not just the outcomes of an endeavor but also the actions that were taken in order to achieve those outcomes when making decisions about what to

assess (Bodil, 2017). According to Averson (2018), the analyzed behavior and outcomes will be dependent on a variety of criteria that are special to the firm and the sector.

Most importantly, it is important to choose criteria that will contribute to the accomplishment of certain corporate goals. According to Bacal (2019), this may be accomplished by determining the specific function that each job plays in the overall process of accomplishing business objectives, and recognizing that the routines and results associated with each position are critical to the organization's overall performance. In addition to that, certain performance measurements need to have their weight adjusted so that it reflects how relevant they are. Businesses with foresight are devising plans to counteract employees' preconceived notions about performance reviews, and are taking steps (such as using automated technology) to ensure that processes (including the evaluation process) really provide outcomes and performance improvements (MacMillan, 2015). This is being done to change people's minds about performance reviews in the workplace.

Educating raters about the importance and behavior of performance appraisal, rewarding managers for performance appraisal, and choosing acceptable raters are all additional measures that may be utilized to lessen the effect of evaluation difficulties. As stated by Harris (2006). In some organizations, such as those that employ the 360-degree feedback appraisal system, coworkers, colleagues, and customers are surveyed and evaluated (Appelbaum & Butt, 2014). It is very necessary for workers of the Cape Coast Metropolitan Assembly to participate in the evaluation process of other employees.

Motivational Status of Employees after Performance Appraisal

Lloyd (2014) argues that a highly motivated workforce is the result of performance assessment systems that are both well-designed and well-executed, suggesting that superior appraisals may inspire higher levels of effort from their employees. Advantages cited by Lloyd (2014) and others include improved communication between managers and employees and a greater understanding on the part of workers of how their performance measures up against the aspirations of the organisation. All of these benefits can be attributed to the fact that successful reviews will allow top-level experts to conclude that they are valued. As well as the areas in which they need training; the identification and suitable correction of any skill shortcomings; the direction of workers' future career growth; and the establishment of consistent criteria for grading personnel.

Moreover, organisations will determine promotions, reimbursements, disbursements and terminations and relate their success to retributions. Employees are motivated to do business and organizations should focus on smooth business and loyalty to consumers (Noe, Hollenbeck, Gerhart & Wright, 2014). As part of the performance appraisal process, workers are encouraged to reflect on their own work and identify the kinds of changes that may help them build on their current abilities and produce better results (Grote, 2002). To foretell how much and what sort of work employees will be able to accomplish in the future, as well as how best to develop those employees for their own careers and to maximize their contribution to the company, a review of potential and development requirements

is essential. Reviewing workers' potential and development requirements helps pinpoint areas where they might get training to boost their productivity.

The purpose of reward reviews is to ascertain the "rewards" that employees will receive for their previous efforts (Blazer & Sulsky, 2010). The review of compensation is often conducted in a manner distinct from the evaluation system; nonetheless, it is common practice for the evaluation to be aided by data obtained from the performance appraisal (Einstein, 2018).

Challenges connected with the Performance Appraisal System

Regardless of the benefits performance appraisal offers, there are many drawbacks in the appraisal process (Louw, 2012; Robinson & Fink, 2006; Ryan & Cousins, 2009) of performance evaluations as a tool to evaluate employee's results. Given the various shortcomings and shortcomings, several critics indicate that the assessment systems are ignored to measure employee performance. However, the point should be how to strengthen the practice and not ignore the whole program in view of the possible advantages of the performance appraisal systems. One of the main reasons why performance appraisal systems fail is because managers choose badly from the numerous available ways of performance review without thoroughly analyzing the suitability of each methodology for the appraisal. Several common alterations to performance reports are as follows.

Demand on Supervisors

The supervisors have a lot of responsibilities to take care of. It should come as no surprise that formal performance evaluation calls for at least frequent

supervisor monitoring of each employee's work performance. On the other hand, for the usual first-line supervisor, it might be challenging to keep an eye on all of their subordinates when they are working on the same task at the same time (Nawaz & Pangil, 2016).

Unfairness and biases

It is impossible to avoid having biases as a human being, but it's particularly important for supervisors not to let their own prejudices influence how they appraise those under them in the workplace (Kumbhar, 2011). Explaining this is not difficult at all, but putting it into practice may be quite challenging. When biases are present in an assessment, the process shifts from being objective to being subjective, and it also makes it more likely that different groups of employees will be evaluated in ways that are inconsistent with one another (Ali, Mahdi & Malihe, 2012). Therefore, in order to get around the issue of bias, the evaluator has to be impartial and not allow their own sentiments towards the individual, whether they like them or dislike them, to affect their rating of them (Caruth & Humphreys, 2008).

Failure to communicate clearly and openly

The appraiser and the appraisee are able to communicate openly with one another via the use of feedback on the appraisal. However, the vast majority of performance reviews do not include comments. As a result, a significant number of workers are unsure of the actual rating they have received; this may be attributed to a lack of open communication. Sometimes the criteria that workers believe their

superiors are using to evaluate them are not the same as the standards that their superiors really use.

Stereotyping

A person is said to be stereotyped when they are mentally placed into a certain affinity group and then identified as sharing the same supposed qualities as the group (Afriyie, 2009). There are numerous examples of good stereotypes, despite the fact that they are usually always thought to be bad when stereotyping is involved. Nevertheless, this creates the chance for large inaccuracies in assessments, irrespective of whether the stereotype is positive or negative. This is the case even when the stereotype is accurate. As a result, it might be easy to make a mistake if one is preoccupied with how they fit into a group rather than how they vary from one another (Holzer, 2007). It is possible to prevent stereotyping employees by getting to know each worker as a person and conducting objective evaluations of individual workers based on the actual performance of those workers (Denby, 2010).

Feedback

Ratings on workers' performance reviews may improve after being shared with those employees. A normal worker is not only unmotivated by receiving negative feedback, but it also has the potential to make that worker perform worse. It would seem that the only workers who are motivated to improve their performance as a result of criticism are those who already possess a healthy level of self-esteem.

Insufficient participation

Interviews for performance appraisal have a tendency to place the interviewer in the position of judge, which highlights his superior position and draws attention away from the equally vital roles of teacher and coach (Denby, 2010). This is predominantly destructive to the efforts that are being made by organizations to maintain a more participative and democratic organizational climate. It would be pointless and unproductive to try to handle the challenges of life by ending one's own life, thus trying to dodge these traps by doing away with assessments themselves is equivalent to that. It would be like trying to meet the challenges of life by killing oneself. Pitfalls provide a tremendous obstacle in appraisal processes. The more reasonable undertaking is to identify those practices of appraisal that have the highest probability of achieving a certain target and the lowest susceptibility to the challenges that have previously been outlined (Peterson, 2007).

Empirical Review

After conducting a comprehensive review of the relevant literature, researchers came to the conclusion that the ongoing demand for and rise in popularity of performance appraisal systems is due to the changing nature of management, which has been experienced by organizations of all types, sizes, and sectors. Iqbal, Ahmad, Haider, and Batool (2013) conducted research on the subject of Performance appraisal on employee's performance moderating role of motivation and found that poor employee performance is the biggest issue facing

any business. The purpose of this research is to determine whether or if there is a connection between performance evaluations and increased productivity, and if so, what role, if any, intrinsic motivation may play. Furthermore, the impact of performance assessment on worker productivity will be examined in this research.. In addition, the study will investigate the influence that performance appraisal has on the performance of employees. In order to test each of the assumptions, a standard random sampling methodology was used. According to the data, there is a beneficial connection between an employee's performance reports and their total production. The function of motivation as a moderator in the connection between performance assessment and the performance of an employee has a beneficial influence on the relationship between the two.

Kuvaas (2006) looked at the connections between employee satisfaction with their performance appraisal and employee outcomes such as self-reported job performance, emotional organizational commitment, and desire to leave the company. A cross-sectional survey was used in the research to gather information from 593 workers working at 64 different savings banks in Norway. The results of the survey indicated that performance assessment satisfaction was closely associated to emotional commitment and desire to leave their jobs. The association between an employee's happiness with their performance assessment and their job performance was, however, mediated and controlled by the intrinsic work motivation of the workers. The shape of the moderation showed that there was a negative association for workers who had a low level of intrinsic motivation, while there was a positive relationship for workers who had a high level of intrinsic drive.

According to study conducted by Mwema and Mwema (2014), performance appraisal have a significant impact on businesses. A regression analysis was carried out to determine the influence that performance reviews have on the amount of work completed by employees. The findings of the research lead the authors to urge that businesses frequently evaluate the performance of their employees based on factors such as those linked to the accomplishment of goals, effective management of time, and efficient use of resources. As a direct result of this, there would be an increase in overall productivity in the workplace. The research concludes that organizations should implement performance appraisal systems to aid management in identifying staff training needs, aid employees in meeting performance targets, give low performers a second chance, aid employees in time management through the establishment of goals and deadlines, and allow managers to make fact-based decisions regarding promotions and assignments. The study's findings suggest that periodic staff appraisals are essential for improving workplace efficiency.

Effective performance reviews are beneficial not just for employees but also for the managers who conduct the reviews and the organizations that employ them. Appraisals are beneficial in a variety of ways; for instance, participants learn what is required of them and are able to create objectives for themselves as a result of the process. They also develop a greater grasp of their weaknesses and talents, which allows them to alter their behaviors in accordance with this newfound knowledge. In addition, appraisals provide a useful venue for giving employees with feedback regarding individual behavior and for enabling employees to offer input to the managers who oversee them. Last but not least, those being appraised

get (hopefully) aid in developing strategies to modify their behaviors and are able to gain a better comprehension of the company's long-term objectives and top priorities (Xervaser, Ahmad, Bandar & Abdullah, 2016).

Conceptual Framework

In line with the goals of this research, the conceptual framework shown in Figure 1 serves as the primary source of direction for this investigation. First, the framework shows that for an appraisal to be effectiveness, among others, it should be conducted at least once or twice a year and should incorporates the inputs of staff and there should be a feedback mechanism. Second, staff members should be motivated by the result of appraisal. However, appraising performance of employees come with challenges which may be unfairness, lack of open communication and Stereotyping. Figure1, offers a pictorial explanation of how effective performance appraisal enhance employee motivation.

Effective Performance Appraisal Indicators

- Staff Inputs
- Feedback Mechanism
- Open Communication
- Fairness and unbiased evaluation process
- Employee Involvement etc.

Effective Performance Appraisal

Figure 1: Conceptual framework explaining the factors that fuels effective

performance appraisal system in organisation

Source: Author's Own Construct (2022)

Chapter Summary

This chapter of the study reviewed of important literature on performance appraisal, which covered topics such as the different techniques of performance evaluation, the relevance of the performance appraisal, obstacles, and the motivation status of workers following an appraisal process. The Procedural Justice Theory developed by Thibaut and Walker served as the study's theoretical foundation. This theory is concerned with the perceived fairness of the procedures that are used in the decision-making process concerning the sharing of results. This theory is concerned with the perceived fairness of the methods that are used in the decision-making process. How employee performance levels are appraised, how grievances or disputes are settled, and how results are disseminated among employees are some of the factors that may be used to apprised an organizational process and decide whether or not it is fair.

Taking into consideration the benefits that come with having an efficient performance evaluation system. In addition to this, the chapter did an empirical review of studies that have been conducted in the domains of performance assessment and the ways in which the efficacy of the performance appraisal process may be improved. The chapter came to a close with a conceptual framework that illustrated the link between the many factors that predict a successful performance

evaluation system. The next chapter offers a discussion of the research techniques that were used for the study.

CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter offers a more in-depth look at the research procedures that were used over the course of the study and how it was being carried out. This chapter devotes its whole to discussing a method that was put into practice in the course of the data collection process. This comprised the study population, the sample, the sampling process, the research equipment, the protocol for collecting data, the analysis of the data, and any ethical concerns that were maintained during the execution of the study. The chapter draws to a conclusion with a concise summary that discusses the primary takeaways from the preceding material.

Research Approach

Every study has to use either quantitative, qualitative, or a hybrid method that combines the qualitative and quantitative approaches (Creswell, 2003). The researcher should choose the suitable approach based on how well it aligns with the objectives of the study and the questions being asked. According to Creswell (2009), the philosophical assumptions, tactics of inquiry, techniques of data collection, analysis, and interpretation, and other aspects of the approaches all vary across them. As Trochim (2000) pointed out, there are two main types of reasoning at play in the social sciences: inductive reasoning, which is linked to the qualitative approach, and deductive reasoning, which is associated with the quantitative approach. When doing research that does not include quantifying connections,

causes, or effects, the qualitative approach is recommended, as stated by Strauss and Corbin (1990). According to Strauss and Corbin (1990), the qualitative methodology used in this research is the most appropriate. One of the benefits of qualitative research is that it may be used to investigate the true aims of an organization as well as its process failures and connections, as stated by Patton (1990). One of its strengths is in its emphasis on elucidating specifics as opposed to universals.

To reiterate, the qualitative method enables a more in-depth capacity to identify and understand meaning by focusing on the processes that underlie behavior. Moreover, qualitative research provides a thorough evaluation of studies based on in-depth interviews, field notes, and focus groups. This sort of study is especially concerned with human experiences, social processes, as well as organizational structures and environments (Strauss & Corbin, 1990). (Strauss & Corbin, 1990). It is effective in obtaining culturally specific information about the values, opinions, behaviors, and social contexts of a particular population, which produces findings that cannot be arrived at by means of statistical procedures or any other means of measurement, according to the authors of the study.

According to Creswell (2003), one of the advantages of qualitative research is its adaptability, as well as its capacity to offer detailed textual descriptions of the ways in which individuals perceive a specific study topic. Another advantage of qualitative research is its ability to uncover patterns in people's responses. This provides information on the "human" component of an issue, which relates to the often inconsistent actions, thoughts, opinions, emotions, and connections that

individuals have. The findings of qualitative research are often extrapolated to include individuals whose characteristics are similar to those of the target community in order to get a deeper and more nuanced understanding of a particular social problem. This is done in order to get a deeper and more nuanced understanding of a particular social problem. The researcher believes that the qualitative approach is the most appropriate method to use because of the nature of the study's aims. In light of the differences that are connected with the quantitative, qualitative, and mixed research approaches, the researcher believes that the qualitative approach is the most appropriate method to use.

Research Design

     A qualitative case study research strategy was used for this investigation. According to the definition provided by Baxter and Susan (2008), a descriptive case study is an in-depth look at a specific phenomenon inside a controlled setting. In contrast to looking at a number of case studies, which tend to dilute the analysis, this method was selected because of the anticipated value it has in learning all there is to know about the issue within the context of a boundary (Creswell, 2013; Stake, 2015). To reiterate, the case study was used because answering the research question of "how" successful the performance appraisal systems of the Local Government Services in the Cape Coast Metropolis are was the major aim of the study. Furthermore, the top managers who are taking part in the research are not swayable in any way by the results of the survey (Yin, 2013). Creswell (2013)

defines a case study as "a method of doing in-depth qualitative research on a topic by focusing on and analyzing a small number of representative instances.

In a study with limited research to a subject, Creswell (2009) suggests using this approach since it offers a case description as well as case-based themes and draws from a variety of data sources (observations, interviews, audiovisual material, documents, and reports). This is due to the fact that the approach integrates information from several sources. In addition to this, Yin (2013) is of the opinion that a case study should include a comprehensive description of the case as it is being analyzed as well as the placement of the case inside contextual settings, which may or may not be given in a chronological order like narrative design. The ability to apply the case study method to contemporary, interpersonal experiences while attempting to facilitate an understanding of complex environments (Yin, 2013) is the primary benefit of using this research approach. This benefit highlights the ability of the case study method to be used in research. One example of such an environment would be the Local Government Services in the Cape Coast Metropolis.

There is a wide range of different case study designs available to academics. It was decided that a single instrumental case study would be the best method to use for this investigation because the primary purpose of the study is to investigate the efficiency of performance evaluation systems used by Local Government Services in the Cape Coast Metropolis in order to shed light on the problems (Creswell, 2003; Stake, 2005). A researcher's choice of case study is determined,

in part, by the scope of the confined case as well as the objectives of the investigation being conducted.

Study Unit

The study was conducted over the whole of the Local Government Services in the Cape Coast Metropolitan area. The Local Government is a public service institution that was founded by the Local Government Service Act 203 (Act 656). However, this law has since been abolished and changed by the Local government Act 2016, therefore it is no longer in effect (Act 936). The decentralized Local Governance System in Ghana is the responsibility of the Local Governance Service, which was established to oversee its efficient administration and management. The Local Governance Service has set itself the goal of providing the general population with decentralized and customer-focused services of world-class caliber. The mission of the Local Government Service is to support local governments in their efforts to provide services that offer good value for the money spent by mobilizing, harmonizing, and making effective use of high-quality human capacity and material resources in order to boost local and national development.

The ability to achieve decentralization, democracy, and development is the defining characteristic of the Local Government Service. Records from the department of human resources indicate that the services have a total workforce of 362. Three hundred and forty four (344) of these people are department heads, while the other workers range from senior to junior levels, and eighteen (18) of these people are personnel managers for the local government services.

Population

According to Babbie, Halley, and Zaino (2007), a researcher's study population is the intended sample from which to draw conclusions about the whole. According to Kotzab (2005), a study's population includes all of the respondents or other factors that are considered to be part of the study. Participants in this study were all working for the Local Government Services in the Cape Coast Metropolitan Area at the time of the research. The population of 362 people was selected for the research, and it included both senior and junior staff members from various Local Government Services in the Cape Coast Metropolis. The demographics of the intended audience included, but were not limited to, management, administrators, accountants, work shop employees, retail salespeople, and others.

Sample and Sampling Technique

The purpose of qualitative research is to understand from inside the participants' subjective reality in order to achieve the objective of gaining a variety of opinions on the issue from within the study population (Bhanagar, 2012). In qualitative research, there are no hard and fast criteria for sampling, and small samples are often used so that every nuance of the research may be examined (Turkett, 2004). Moreover, the sampling is derived purposively instead of randomly so not anybody at all can be involved. The purposive sampling technique was used in selecting ten (10) Human Resource managers and fourteen (14) comprising a

senior and junior employee were selected from each department to partake in the study.

According to Teddie and Tashaskkori (2013), purposeful sampling is picking certain units or instances "based on specified goal rather than randomly". Because of the specificity of the aims of the study, the researcher went with a method known as purposive sampling. The researcher needed individuals who have knowledge and practice performance appraisal of Local Government Services in the Cape Coast Metropolis. With respect to the non-managerial employees, the researcher chose employees who had been with the institution for at least five (5) years and has been appraised for that period of time. Such people may be better in providing information relating to the stipulated objectives and the overall purpose of the study.

Data Collection Instrument

The interview guide was developed after a review of the relevant literature, and it would be guided by the research objectives, which are as follows: to describe participants' experiences of the effectiveness of the performance appraisal system of Local Government Services in the Cape Coast Metropolis; to investigate how staffs perceive the effectiveness of the performance appraisal systems of Local Government Services in the Cape Coast Metropolis; to investigate how staff are motivated following performance appraisal; and to investigate the challenges of performance appraisal. The interview guide would consist of semi-structured open-

ended questions with the objective of giving participants the opportunity to provide an analytical description of the experiences they have experienced.

Patton (1990) provided a list of benefits associated with conducting interviews, some of which are as follows: obtaining information from participants that is meaningful and knowable; providing opportunities for follow-up questions and additional probing; and obtaining information from participants about their experiences; encouraging open and honest responses; and capturing respondents' perceptions in their own words. In spite of these positive aspects, there are a few drawbacks associated with participating in the interview, such as. It is costly and takes a lot of time, and it requires interviewers who are highly qualified and qualified overall. It is possible for the interviewee to distort the material by making mistakes in their recollection, having biased perspectives, or wanting to impress the interviewer. The ability to be flexible may lead to discrepancies throughout interviews, as well as a very big amount of information, which can make it challenging to transcribe and compress data (Patton, 1990).

Data Collection Procedure

Along with a personal letter of introduction, an official request for permission to participate was sent to each participant, and they were given the option to either accept or decline the invitation. The participants were given the option to stop taking part in the study at any moment and were asked for their consent to record themselves by the researcher before doing so. Because of the way the research was designed and the methodology that was used for the study, a total

of twelve in-person interviews with participants were carried out. The participants were provided with the interview questions in advance of the interview so that they may effectively prepare for the interview. For the purpose of gathering the information required for the research, a guide for semi-structured interviews that included open-ended questions was used.

The researcher developed the interview guide with the assistance of the material that was obtained from the analyzed prior literature, which was geared toward answering the study questions (Creswell, 2003). It was decided to use it for the study in order to stop participants from providing too much information that was not relevant. Participants were probed further to get in-depth information from respondents. The interview was chosen because the research involve complex subject matter and detailed information is needed from participants with very high-status (Patton, 1990). The interview was conducted orally which according to Anderson (2015), has merits of establishing possible connection between the researcher and the participants through dialogue. The whole interview was conducted from 5th March, 2022 to 15th April, 2022 with different schedules for each participant. Dates for the interviews were set after consulting with the participants to determine when would be most convenient for them.

Data Processing and Analysis

The interviewing phase serves as the starting point for the examination of the qualitative data transcripts of the study. Data analysis, as defined by Onwuegbuzie and Leech (2005), is a methodical investigation of the meaning of

the data. In qualitative research, data analysis refers to the process of organizing and questioning collected information in a manner that enables researchers to recognize patterns, recognize themes, uncover linkages, build explanations, make interpretations, issue criticisms, or construct ideas (Hatch, 2002). In order to conduct an analysis of the data, the analytical technique of thematic analysis was used. The study was carried out by modifying the data analysis model presented by Schutt (2011).

The researcher must carry out these five essential procedures in order to use this model: The researcher first documentation of the data, as well as the procedure for collecting the data. This was followed by organisation/categorization of the data into ideas. The connection of the facts to demonstrate how one idea may impact another. The corroboration and legitimization of the findings via the evaluation of alternative hypotheses, evidence that contradicts the findings, and the search for examples of non-positive outcomes. From there the researcher running commentary (reporting the findings) of the situation regarding the effectiveness of performance appraisal system of the local government service in the Cape Coast Metropolis.

Ethical Consideration

According to Maylor and Blackmon (2005), doing research ethically has evolved from being something that is "good to do if we have time" to something that is "must do in research." Before conducting the interviews for this study, the Human Resource Managers working for the various Local Government Services in the Cape Coast Metropolis were notified about what was about to happen. Before

the interviewees were permitted to take part, they were provided with an explanation of the goal of the study, asked for their permission, and asked to cooperate with the researchers in order to participate in the interview. Each of these people was contacted individually to inquire about their issues and gauge their level of interest in taking part in the study. Participants were informed about the research and given any and all information pertinent to the interviewing procedure when they were extended this offer to participate.

It was decided to videotape the interview after obtaining the participants' permission to do so. Interviewees were given the reassurance that their identities would be concealed from view, and as a result, they did not have to write their names on the semi-structured guide since doing so was optional. The interviewees were able to maintain their strict secrecy as a result of this. Participants were not forced to take part in the research against their will, and they were informed that they had the right to choose whether or not to take part in the study or to withdraw from the study at any point in time that they deemed appropriate. Participants were not coerced into taking part in the research against their will. Participants were told that they had the right to choose whether or not to take part in the study. They were also given the reassurance that the refusal they voiced would not affect them in any way.

Chapter Summary

In this chapter, the researcher gave not only a description of the methodologies and processes that were used in this study, but also a justification

for the use of those approaches and processes. This chapter included a summary of the research approach that was used during the course of the investigation. It included the descriptions of the survey population, how the sample was drawn, the methodology of data collection, the procedure for data collection, as well as the statistical techniques that were utilized in order to analyze the results. After the findings have been provided in the previous chapter, the subsequent chapter will go on to present and debate the results of the study.
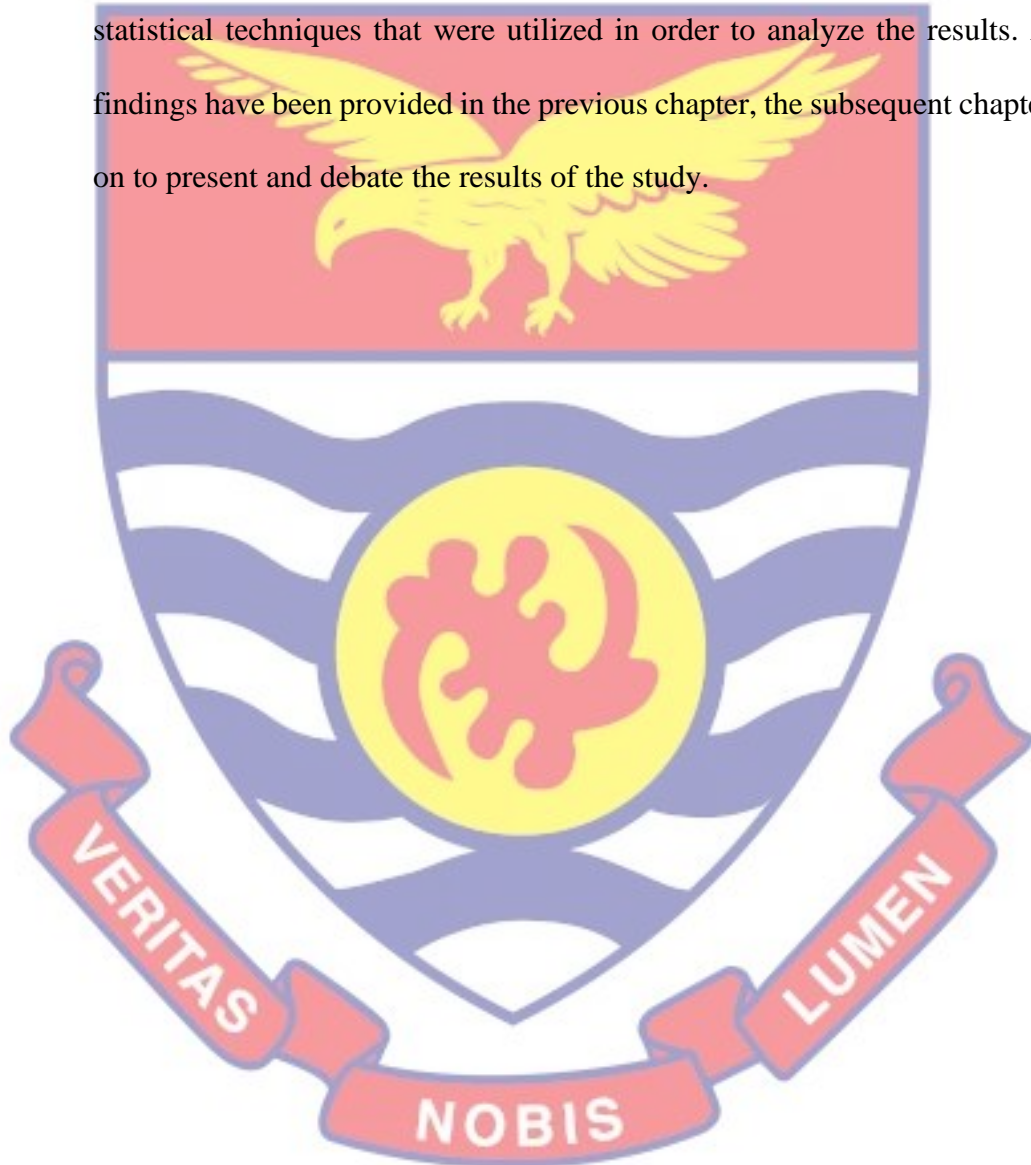
CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The fourth chapter of the study presents the qualitative data as supplied by respondents in their own words, experiences and description of effectiveness of performance appraisal systems across Local Government Services in the Cape Coast Metropolis. Ten participants who play critical role in appraising staff performance were purposely sampled from a population of 24 for face-to-face interview, but only seven (7) human resource managers and ten (10) employees from respective department turned up for the interview. The interviews were audio taped and transcribed. The transcribed data led to the discovery of many results. In order to conduct the analysis of the data, an inter-textual analytical tool was used. Following a second review of the data, three overarching themes were apparent.

Under each of the themes, a variety of categories were determined. This chapter gives a presentation of the facts that were obtained as well as direct quotes from participants arranged according to the various themes. In addition to this, it discusses the findings and conducts an analysis of the data by comparing the thematised texts to the literature that was looked over in order to determine whether or not the findings of the data and the results of the data validate what is written in the existing literature. This section also presents the findings and the discussion. The human resource managers who took part in the study are represented by the numbers HRM 1, HRM 2, HRM 3, HRM 4, HRM 5, HRM 6, and HRM 7. The designations EMP 1, EMP 2, EMP 3, EMP 4, EMP 5, EMP 6, EMP 7, EMP 8, EMP

9, and EMP 10 referred to the "Other" category, which included both senior and junior employees.

Presentation of Results

Perception of Effectiveness of the Performance Appraisal Systems

In line with the first objective of the study, participants (both HR managers and non-managers) were asked whether Local Government Services in the Cape Coast Metropolis have an appraisal system in place. To describe performance appraisal system of Local Government Services in the Cape Coast Metropolis and how is performance appraisal systems at Cape Coast Metropolitan Assembly effective? During the course of the interview, the participants reached a consensus that the management of the institution evaluates the performance of its employees, and that this evaluation helps create an environment in which each employee can perform to the best of his or her abilities in order to produce the highest-quality work in the most efficient and effective manner as possible (HRM 1, HRM 2, HRM 3, HRM 4, HRM 5, HRM 6, HRM 7). The participants argued that evaluating an employee's performance should include conducting consistent assessments of both their overall contribution to the organization as well as their contribution specifically to their position. The following narration was given:

> "*A performance appraisal to me is a regular review of an employee's job performance and overall contribution to a company. It is done to evaluate an employee's skills, achievements, and growth--or abilities*" [HRM1, HRM 6].

This was followed by another participant who mentioned that:

"*Performance Appraisal is the regular evaluation of the performance of employees and to understand the abilities of a person for further growth and development*" [HRM2, HRM 4, HRM 7].

The HRM3 and HRM 5 admits that there is a requirement for performance appraisal among   employees in the organisation. This was narrated as follows:

"*I think that performance appraisal is a good thing in the organisation. Uhm, staff members need to be measured in terms of what is expected of them. Their behaviour should be addressed in terms of shortfalls through training, or assistance and support with regards to a certain performance. They should be rewarded and I think my experience here, is both*" [HRM3, HRM 5, and HRM 6].

When it comes to the process of developing people inside an organization, one of the most important parts is believed to be accurately recognizing and evaluating the performance of employees. The following is how it was conveyed to me:

"*Everyone desires to be important and to be recognized in the organisation and their performance should not be ignored.*" [HRM2, HRM 6].

Their enthusiasm for work and their contribution to the best performance increases when the employee knows that the organisation recognizes their performance. This in the end helps develop them (HRM2, HRM3, HRM 7). It was added that:

"*Our system of appraising performance of employees here focuses on first aligning with strategic goals and objectives of the company. It is our most vital activity of controlling employees' behaviour*" [HRM1, HR 4, HRM 6].

To confirm the assertions made by management of various Local Government Services in the Cape Coast Metropolis, the participants who were in the non-managerial category stated that:

''As part of performance appraisal system in Local Government Services, appraisals are done on annual basis. There are also rare situations where appraisals are done anytime which we refer that as 'spot checks. This is to keep us on our toes'' [EMP1, EMP 2, EMP 8, EMP 9, EMP 10].

The participants stated that performance of employees is managed, and thus was expressed that:

"In order for us to be developed, performance appraisal is done to determine whether we have properly transferred the knowledge gained from training…. These appraisals are done to check for our mistakes which we refer as 'error rate'. However, we sometimes do not understand their criteria for assessment'' [EMP2, EMP3, EMP 5, EMP 6, EMP 7].

The vast majority of people who were interviewed, particularly those in charge of human resource management, stated that when they appraise the performance of their employees, they first ensure that those employees understand their responsibilities, and the primary goal of performance evaluation is to improve performance. They again stated that they do so to improve performance and, in the end, develop their employees. This was narrated as follows:

''Our main goal of appraising performance of our employees is to increase their performance… we make sure they understand the essential part of

their obligation. …. and we do that so they try to also improve and, in the end, they are developed'' [HRM1, HRM 4, HRM 5].

In addition, performance criteria are made clear, as well as easily understood by everyone. The following were mentioned:

''So, the system is designed clearly and simple, so it can be understood easily to see if the targeted performance is reached or not'' [HRM1, HRM 4, HRM 5, HRM 6].

Further, it was indicated that:

''Each departmental head is entreated to have an ongoing communication with their subordinates either on a daily or weekly basis before the annual appraisal. Employees are also made to understand how the behavioral standards relate to their specific jobs'' [HRM2, HRM 3, HRM 5].

With respect to how effective the appraisal of performance is, management indicated that performance appraisal at Local Government Services in the Cape Coast Metropolis is effective such that they provide much details to their employees as well as evaluate behaviours that are critical to job success. This was narrated as follows:

"Performance is discussed between our employees and management where there is exchange concerning the performance expected and the performance exhibited. Constructive feedback is given to praise good performance or correct poor performance" [HRM1, HRM5, HRM6].

It was further stated that:

> "*It's important to ensure employee performance ratings are consistent and fair. So, we do our best to eliminate subjectivity and give a broader and more consistent evaluation of performance. Uniformity is key to us*" [HRM2, HRM3, HRM7].

HRM3, HRM5, HRM 7 narrated that:

> "*We make sure performance appraisal is specifically related to the job and critically evaluate behaviours that contribute to the job success*".

To ensure effectiveness, the participants mentioned that:

> "*We ensure all appraisees understand our appraisal system easily and managers are entreated to put it into action effectively*" [HRM 1.HRM 2, HRM 4, HRM10].

In confirmation with what the management mentioned as performance appraisal system being effective, the employees, in contrary, asserted the following:

> "*Performance appraisal has not help me acquire significant information, knowledge, and experience on my job and this is due improper feedback mechanism. As such, performance appraisal has not been important to my individual career goals and development*" [EMP1, EMP6, EMP 9].

Likewise, it was added that:

> "*Evaluation of performance is based on our actual performance on the job. However, we are not trained afterwards if there are any shortcomings in our performance. Appraisal therefore, to me is not that effective*" [EMP 3, EMP 4, EMP6].

It is to note that the findings from the non-managerial regarding their perception of the effectiveness of performance appraisal system contradicted the claims made by (Armstrong, 2016; Bodil, 2017; Hines et al. 2000; Moats, 2009; Townley, 1989; Uzonna, 2013). For instance, the findings further contradict the study findings of Bodil (2017) who asserted performance appraisal is very pragmatic and should ensure employees understand the system easily and managers put it into action effectively. Also, the result regarding non-managers perception of the effectiveness of performance appraisal system of the local government services does not support that of Armstrong (2016) whose result indicated that human resource practitioners have been tainted by using performance assessment methods once or twice a year, as the only means of monitoring performance, as management control process.

Again, the results regarding non-managers perception of the effectiveness of performance appraisal system of the local government services was inconsistent with the assertion of Moats (2009) and Hines et al. (2000) who stated that most effective performance evaluation programs are realistic, appropriate, and consistent. Pfeffer and Salancik (1978) said that a performance evaluation program should be able to fulfill the requirements of the many different groups and organizations that are connected with its operations. Last but not least, this finding contradicts what Uzonna (2013) claims, which is that the vast majority of effective assessment systems single out and rate just the essential behaviors that make a contribution to professional achievement on the job.

Motivation of staff after Performance Appraisal

With the second objective of the study, participants (both HR managers and non-managers) were asked; how employees are motivated with the appraisal system?" During the interviewing, participants (HR managers) emphasized that motivational status of staff members are frankly speaking on the low due to the impact of the appraisal on their performance. The participants asserted that motivation behind appraisal system is key going forward. The following descriptions were given by the HR managers:

"*Our staff members' motivation toward our appraisal system is sincerely low sometimes because while some are okay others do not understand the ratings or score given. Some also, feel they are not involved so are not enthused about the result*" [HRM 1, HRM 4, HRM 7].

Again, HRM 2, HRM 3, HRM 6 continued by mentioning that:

"*Indeed, not everyone would be happy at the end of appraisal of performance over the year. This is known from reactions and comment given surreptitiously by staff members. Most are not happy*" [HRM 2, HRM 3, HRM 6].

In addition, the participants (non-managers) asserted the following:

"*I for instance am not motivated at all on our appraisal system because we are not involved and sometimes your senior colleague in another department would be the one assessing your performance.*" [EMP 4, EMP8, EMP 10].

Another view was stated below:

"*I have been here for almost 5 year without any increment in pay or promotion and so whenever appraisals are done, I am not perturbed or expectant of any positive feedback from them*" [EMP 3, EMP 5, EMP7].

"*For me appraisal system does not motivate me at all because a form is already filled by your head and he just give to you to glance through whether it defines my performance for the whole year without any discussion… Sometimes what has been filled on your behalf does not truly reflect my overall performance*" [EMP 6, EMP 9, EMP 10].

These findings have various implications which are in contrast with literature reviewed. For instance, the findings do not support the assertion made by Lloyd (2014) that performance appraisal systems have a significant motivational impact on staff if they are well-designed and well-executed, indicating that effective appraisal systems have the ability to motivate employees to perform better. This is because the findings do not corroborate Lloyd's assertion. In addition, the findings do not support the assertions made by Grote (2002) that performance reviews give employees the opportunity to evaluate how they perform on the job and to consider the kinds of adjustments that can be made to help them build on their strengths and produce better results. Grote (2002) stated that performance reviews give employees the opportunity to examine how they perform on the job and to consider the kinds of adjustments that can be made.

On the other hand, the employees of the Local Government Services in the Cape Coast Metropolis are not subject to this rule. In contrast to what Blazer and Sulsky (2010) stated, the result of the performance review at the Local Government

Services in the Cape Coast Metropolis does not reward performance from the perspective of the employees. According to Blazer and Sulsky (2010), performance review is what determines the' rewards' that employees will get for their previous work. The employees are motivated as a result of this award. The review of compensation is often conducted in a manner distinct from the evaluation system; nonetheless, it is common practice for the appraisal to be aided by data obtained from the work performance (Einstein, 2018).

Challenges of Performance Appraisal of Local Government Services in the Cape Coast Metropolis

Finally, with respect to the third objective of the study, participants (both HR managers and both senior and junior employees were asked about challenges they think are involved in appraising performance at of Local Government Services in the Cape Coast Metropolis. During the interviewing, following descriptions were given by the participants:

"*We laisse with departmental heads during appraisal periods… sometimes, however, they claim they face a lot of demands from clients and this makes it difficult to observe the performances of all their subordinates*" [HRM 1 HRM 2, HRM 5, HRM 7].

"*Also, the institution faces the challenge of lack of leadership commitment and support for smooth implementation of the system. Most of the department heads in most instances do not reinforce the performance*

standards by recognizing and rewarding performance" [HRM 1, HRM3, HRM 5, HRM 7].

Further, the participants revealed that:

"*Biases in the appraisal system make the evaluation process subjective rather than objective, and provide the opportunity for a lack of consistency in effect on different groups of employees*" [EMP 1, EMP 9, EMP 10].

"*Most performance appraisal lack feedback which has rendered a lot of us not knowing exactly how we are rated and this is due to lack of open communication from management*" [EMP 2, EMP 4, EMP 6].

"*There is lack of involvement in performance appraisal system in this institution. As a result, most of us do not understand how the system works and the impact it has to us*" [EMP 1, EMP 4, EMP 5, EMP 7].

These challenges were congruent with challenges in literature in respect of performance appraisal. The findings are consistent with the statement made by Nawaz and Pangil (2016), which states that a significant amount of pressure is put on supervisors and that formal performance appraisal plainly necessitates at least periodic supervisor monitoring of the performance of each subordinate. Additionally, Ali, Mahdi, and Malihe (2012) noted that biases turn the assessment process into a subjective rather than objective approach, and that they unquestionably present the chance for a lack of consistency in impact on different groups of workers. This result is consistent with the assertion that Denby (2010) made, which states that the majority of performance appraisal do not include feedback, which results in a large number of employees not being aware of exactly

how they are rated. This may be due to a lack of dialogue between employees and supervisors.

Chapter Summary

The chapter discussed the results of the reading the evaluation of the performance appraisal system of the local government service in the Cape Coast Metropolis. The study found performance appraisal of the Local Government Services to effective among the human resource managers whiles the junior staff perceived the performance appraisal system as ineffective. The study further established that, the performance appraisal process of the Local Government Services was besieged with numerous challenges. This revelations lead to the conclusion that performance appraisal at the Local Government Services in the Cape Coast Metropolis is not effective because it lacked reciprocity in terms of feedback and communication. The recommended that effective feedback should be instituted by Government Services in the Cape Coast Metropolis to overcome their weaknesses of employees are with regards to their performance. The study further recommends that management should continually have a dialogue with employees on their performance.
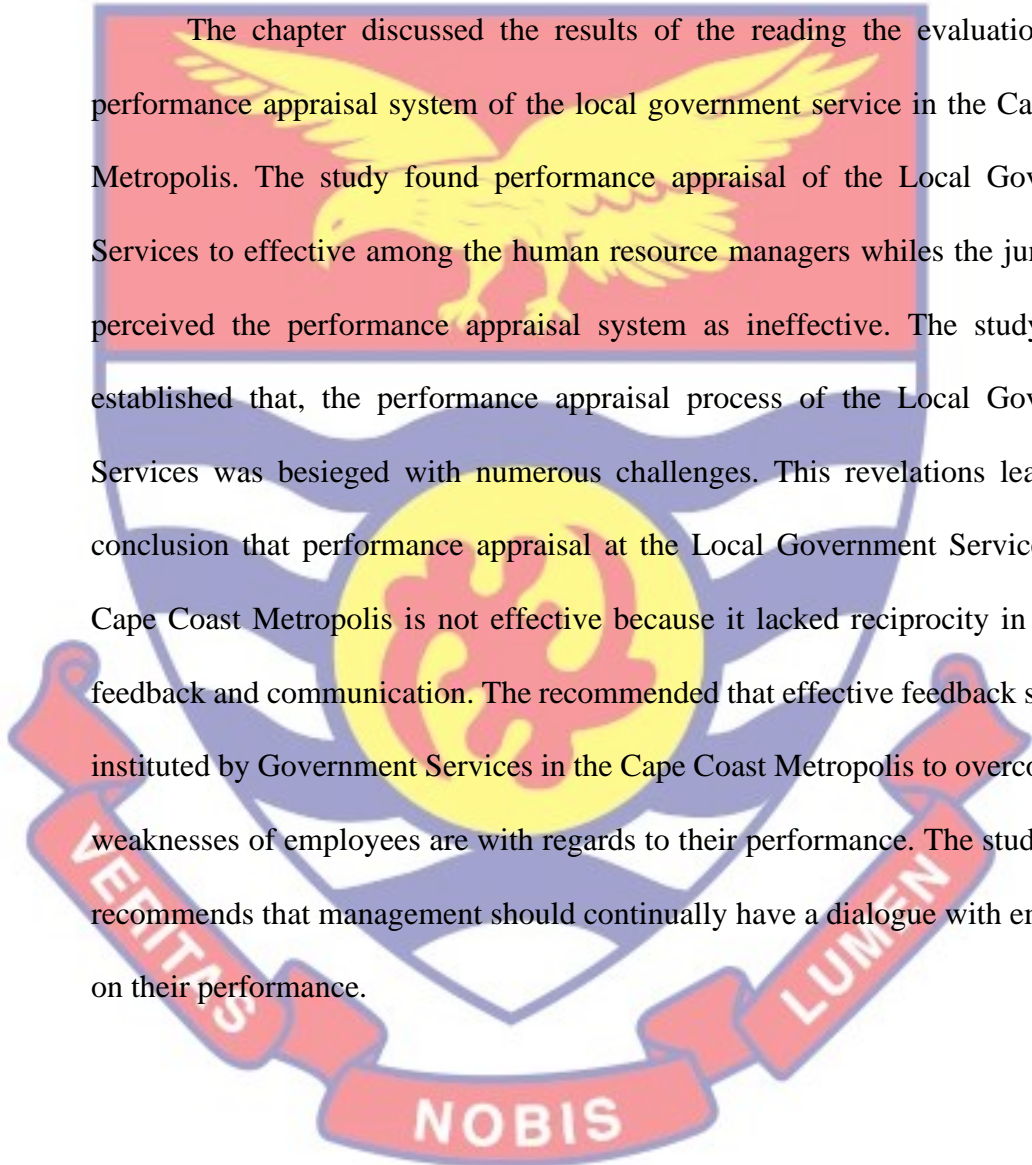
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter provides a summary of the findings of the research, along with some conclusions and recommendations based on those findings. The results presented in chapter four served as the foundation for both the summary and the conclusions. In addition to this, the chapter gave the suggestions of the research, which were based on the findings of the investigation. The chapter came to a close with some recommendations for more investigation. The outcomes of the research were summarized in a way that encompassed topics such as the efficiency of performance appraisals, the motivational state of workers, and the difficulties associated with such topics. The use of interview guide questions was the primary technique of data gathering throughout this study. HR officials and non-managers from the Department of Local Government Services in the Cape Coast Metropolis in Cape Coast, Ghana, participated in the study as participants. The following is how the study goals were connected to the conclusions of the research summary:

Summary of Key Findings

The research sought to explore the effectiveness of performance appraisal of Local Government Services in the Cape Coast Metropolis. In order to accomplish this goal, three sub-goals were devised and then transformed into questions that needed to be answered. The relevant literature in the procedural justice theory and ideas under the three goals was evaluated in order to assist in the development of

three topics for the semi-structured interview guide in order to collect the transcribed data. We used a qualitative technique, and inductive logical reasoning served as the foundation for our investigation. For the purpose of gaining an in-depth comprehension of the participants' descriptions of the effectiveness of performance appraisal of Local Government Services in the Cape Coast Metropolis, the research methodology of a descriptive case study was used. In order to collect the empirical data, a guide for conducting semi-structured interviews was used. The transcribed data served as the basis for deriving the findings. In order to conduct the analysis of the data sets that were obtained, an inter-textual analytical tool was used. In order to determine whether or not performance management practices verify what is reported in the current literature, the transcribed data and the conclusions were compared to the literature that was studied. The following are the conclusions that were produced from the analysis based on the different objectives:

With the first objective it was revealed that there was a contrasting perception of how effective performance appraisal of Local Government Services in the Cape Coast Metropolis. While HR managers perceived performance appraisal to be effective, both junior and senior staff perceived the performance appraisal system of Local Government Services as ineffective. Again, while management tries their best to make employees understand and appreciate the appraisal system, employees on other hand perceived that they are not involved in the process and are not in the best position to understand. It was revealed that

constructive feedbacks are not given after appraisal and have seen no impact of appraisal on their performance.

Concerning the second objective, it was discovered that both management and staff members are not motivated by the appraisal system. On one hand, management feels comments made by employees after appraisal are not encouraging and that not everyone would be happy of the system of appraisal. On the other hand, staff members (employees) mentioned that they are not motivated since sometimes their senior colleague in another department, who are not conversant with their work to appraise them. They are not motivated as a result and believe that the appraisal does not reflect their overall performance.

With regards to the third objective, it was revealed that the performance appraisal process of Local Government Services in the Cape Coast Metropolis is besieged with a lot of challenges. The study exposed that commination between appraisers and appraisee are porous and there are a lot of biases. It was discovered that senior management of the Local Government Services are sometimes not supportive during appraisal periods.

Conclusion

This study has attempted to ascertain how effective performance appraisal of Local Government Services in the Cape Coast Metropolis. Based on the analysis and the study results, it is observed that participants gave an in-depth description of the case under study. It is concluded that much is not done by management of Local Government Services in the Cape Coast Metropolis in relation to performance

appraisal. As such, it is concluded that performance appraisal carried across Local Government Services in the Cape Coast Metropolis is less effective.

Based on the findings it is concluded that motivational status of employees at Local Government Services in the Cape Coast Metropolis is low. Employees do not see any promotion neither do they get increment in their salary. Therefore, they are less motivated by the performance appraisal system of Local Government Services in the Cape Coast Metropolis.

Finally, it is concluded that several challenges are faced by management in appraising performance of Local Government Services in the Cape Coast Metropolis. Among the challenges are biases, lack of management commitment, lack of consistency in appraisal methods, lack of employee involvement and feedback.

Recommendation

Following are some recommendations that have been made on the basis of the conclusion:

1. Management of Local Government Services in the Cape Coast Metropolis should sensitize their employees on the measures used in appraising the performance of employees so that employees would understand. Given the appraisees some kind of education would make feel part of the whole appraisal process and comprehend the rationale for just exercise and hence embrace the process of appraisal.

2. Likewise, management of Local Government Services in the Cape Coast Metropolis should involve employees in the appraisal process as this will make them accept the results of appraisal. As stated earlier involving the junior staff in the appraisal process makes them own the process and feel empowered of what is intended of them avail themselves during the appraisal process because they know what it entails and the rationale for such exercise.

3. Management of Local Government Services in the Cape Coast Metropolis should also prioritise feedback since it is necessary if employees are to overcome their weaknesses. As such management of Local Government Services in the Cape Coast Metropolis should continually have a dialogue with employees on their performance. Given employees regular feedback on their performance serves as source of motivation and gingers them to put in more effort to attain desirable performance expected by management.

Suggestions for Further Studies

This study includes a few flaws, which have to be taken into account when it comes to future research that is comparable in nature. First, the scope of the research was constrained to include just the Local Government Services in the Cape Coast Metropolis, and the data that was gathered was restricted to be applicable only to those Local Government Services. In further studies, it may be possible to conduct research on more than one vehicle manufacturer in order to broaden our understanding of performance evaluation procedures. The study was conducted

using a qualitative technique, and it is possible that similar research might be carried out in the future using either a qualitative or quantitative approach.

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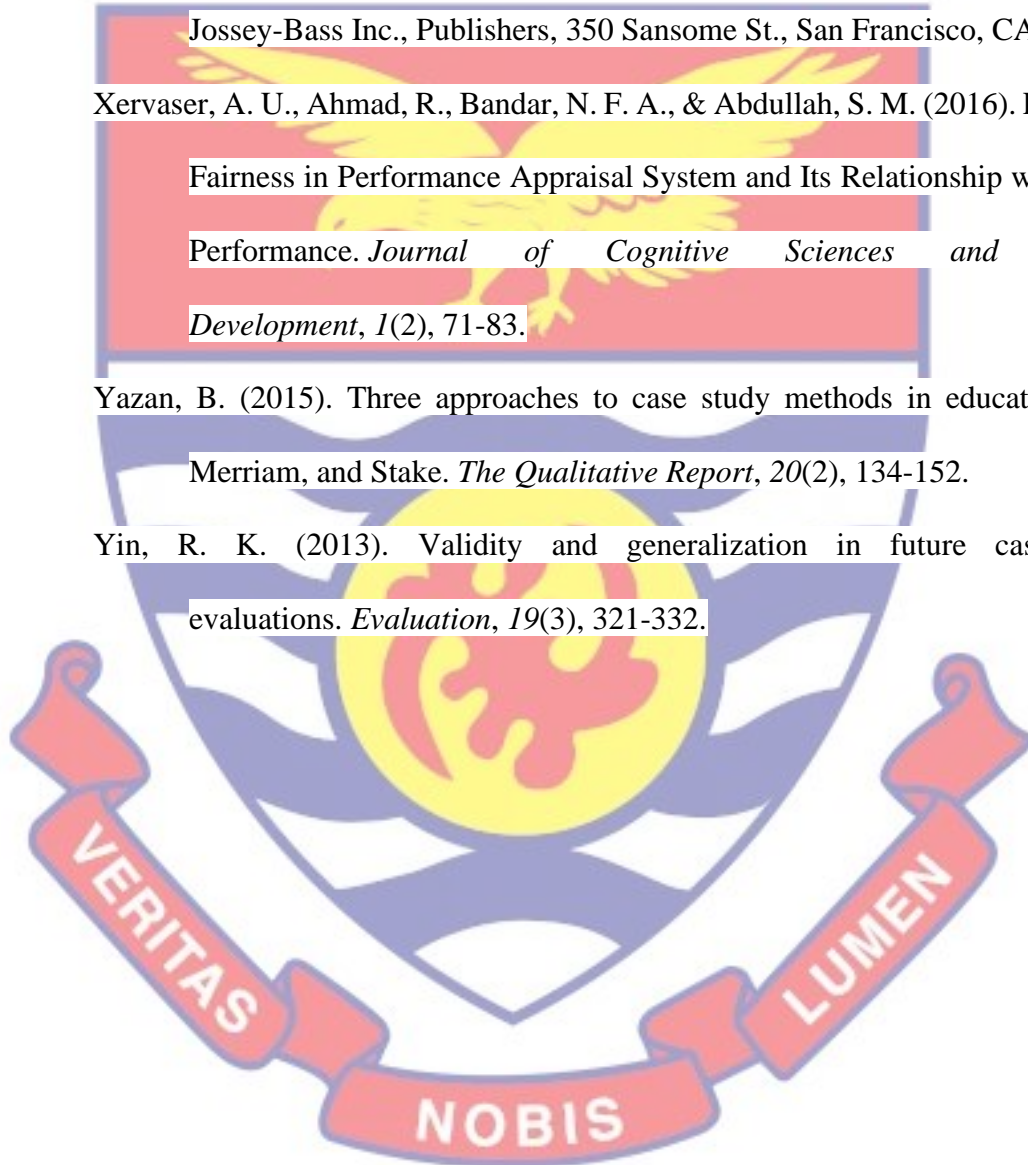
APPENDIX A: INTERVIEW GUIDE

UNIVERSITY OF CAPE COAST

COLLEGE OF HUMANITIES AND LEGAL STUDIES

SCHOOL OF BUSINESS

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

I am currently carrying out a study on the on the topic "*Assessing the appraisal system of Local Government Services in the Cape Coast Metropolis"* This research was conducted only for academic purposes as part of the requirements for the Master of Business Administration degree with a concentration in Human Resource Management. If you would be so kind as to fill out the questionnaire for me, I would really appreciate it. Because of this, we need your help in supplying the necessary information as accurately as possible. This interview schedule is meant to help you collect information for your study. Participant responses will be used only for academic purposes and will be kept strictly secret. We appreciate your assistance and cooperation.

Meaning of performance appraisal system Local Government Services in the Cape Coast Metropolis

1. Does Local Government Services in the Cape Coast Metropolis have an appraisal system in place?

2. Please describe performance appraisal system of Local Government Services in the Cape Coast Metropolis?

3. In what way do you use performance appraisal system Local Government Services in the Cape Coast Metropolis?

4. In your view, why the need for performance appraisals?

5. Again, kindly brief information of the method used in appraising employee performance of Local Government Services in the Cape Coast Metropolis?

6. In your view, how is performance appraisal systems of Local Government Services in the Cape Coast Metropolis effective?

7. What do you think are the perception employees on the effectiveness of the performance appraisal systems of Local Government Services in the Cape Coast Metropolis?

8. How are employees motivated with the appraisal system?

9. What challenges do you think are involved in appraising performance Local Government Services in the Cape Coast Metropolis?