UNIVERISTY OF CAPE COAST

PERFORMANCE MANAGEMENT IN GHANA HEALTH SERVICE: A CASE

OF THE VOLTA REGIONAL HOSPITAL

BY

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MANAGEMENT

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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 Name: Joseph Komla Mawuena

Signature: ………………………… Date: ……………...……..

Supervisor's Declaration

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

Supervisor's Name: Dr. Camara Kwasi Obeng

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ABSTRACT

The study set out to examine the performance management process in the Volta Regional Hospital at Ho.

Eight management staff and one hundred and twenty employees were randomly sampled to collect views on the performance management system in the hospital. Personal interviews and questionnaire were used to collect data.

The findings of the study suggest that there is a performance management programme in place in the hospital. Managers and employees see the performance management process to be useful to the efficiency of the hospital. There are however some challenges facing the performance management programme. Respondents reported lack of feed back as a major problem. The hospital must take steps to provide timely feedback to employees since feedback play a major part in improving performance.

ACKNOWLEDGEMENTS

DEDICATION

To my wife, Gifty Mawuena and my children, Praise, Josephine, Jude and Success.

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ACRONYMS

CSPIP   Civil Service Performance Improvement Programme

ENT   Ear, Nose and Throat

GHS   Ghana Health Service

GNA   Ghana News Agency

MBO   Management by objectives

MDAs   Ministries, Departments and Agencies

OHSC   Office of Heads of Civil Service

OPD   Out Patient Department

PASW   Predictive Analysis Soft Ware

PM   Performance Management

PNDC   Provisional National Defence Council

VRH   Volta Regional Hospital

CHAPTER ONE

INTRODUCTION

Background to the study

Performance management (PM) as a management tool to improve productivity is as old as creation. This is seen in the Bible story of creation by God where he met the goal set to accomplish His creation in six days and on the seventh day he rested from all his work which he had made (Genesis 2:1-3). Performance management is essential for organisational success in achieving targets and doing so on time.

Mondy, Noe, and Premeaux (1999: 337) define performance management as "a process which significantly affects organisational success by having managers and employees work together to set expectations, review results and reward performance." Performance management refers to those activities that measure job performance and provide feedback to employees about their performances. Performance management includes all activities undertaken by an organisation to ensure that goals are consistently being met in an effective and efficient manner. Storey and Sisson (1992) describe performance management as a process for establishing a shared understanding about what is to be achieved and how it is to be achieved. It is an approach to managing people that increases the probability of achieving success. Performance management can focus on performance of the organisation, a department, a process to build a product or service and employees.

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All over the world, the major concern of management of all business enterprises is ensuring higher performance. In achieving this goal several management tools are used. Some of the tools used include; motivation technique, time management recognition schemes , employee training and development, incentive schemes introducing of new technique and a goal setting technique such as management by objective (MBO). Out of the various management tools mentioned above management by objective as a performance management technique propounded by Peter Drucker is more important. Rue and Byars (2005) attribute the importance of the MBO to the fact that all the other tools of performance management cannot be effective without the setting of objectives for individuals and teams to achieve.

Another key aspect of performance management is performance measurement. Whatever the process being driven with performance management, clear and concise measures are required in order to properly define the desired goals. Most performance management systems fail to achieve the desired goals of the project owner or sponsor because goal measurement is often ambiguous, not specific enough, poorly communicated or because results cannot be measured effectively. In the case of business, the typical approach is to create "smart goals," those which are specific, measurable, achievable, relevant, and timely. Performance Management (PM) as described here refers to a term coined by Dr. Aubrey in the late 1970s to describe a technology (i.e., science imbedded in applications methods) for managing behaviour and results, the two critical elements of what is known as performance.

Performance is the sum of behaviour and results, and cannot be viewed as independent of either component. It is an outcome of effective management

(Aubrey, 2006). Performance management is based on the belief that everything that people do at work at any level contributes to achieving the overall purpose of the organisation. It is therefore concerned with what people do, how they do it and the results of such behaviour. It embraces all formal and informal measures adopted by an organisation to increase corporate, team and individual effectiveness. It also involves continuously developing knowledge, skill and competence. Sparrow (2008) avers that performance management owes its development to new trends in human resource development. The new trends called for a management style that emphasises open and honest communication between managers and employees. These views situate performance management in the heart of the organisational management process. For the Ghana Health Service (GHS), performance management is exemplified by setting objectives (goals), monitoring and developing performance and reviewing performance.

The Ghana Health Service (GHS) is a public service body established under Act 525 of 1996 as required by the 1992 constitution. It is an autonomous executive agency responsible for implementation of national health policies under the control of the minister of health through its governing council-the Ghana Health Service Council. The Ghana Health Service remains within the public service because it is still financed from public funds. Its employees however, will no longer be part of the civil service and GHS managers will no longer be required to follow all civil service rules.

As a corporate institution, it is structured to function to implement approved national policies, increase access to improved health services and manage prudently resources available for provision of health services.The independence of the GHS is designed primarily to ensure that staff have a

greater degree of managerial flexibility to carry out their responsibilities, than would be possible if they remained wholly within the civil service. GHS does not include Teaching Hospitals, Private and mission Hospitals.

The study is about the performance management in Ho Regional Hospital of the Ghana Health Service. The major interest of the researcher is to gather sufficient and enough information that will enable him to explain and describe how performance could be managed through the process of planning, enabling, reviewing and the use of other strategies to ensure promoting high performance in organisations. It also offers the platform for the researcher to debunk the wrong notion that performance management is all about performance appraisals. It will also give the opportunity to the researcher to evaluate the performance management process in Ghana Health Service and thereby develop a best practice model or an improved version of Ghana Health Service performance management system.

Statement of the problem

In the view of Thomson and Mabay (1995) most managers are familiar with the concept of performance management, and there is evidence that an increasing number of large and medium-size organisations operate formal appraisal system. Wright and Noe (1996) indicated that too often when performance management is mentioned in the field of management what comes to mind is measuring performance or performance appraisals. Most organisations give credibility to this as found in their annual plans which normally include a time for the annual ritual of performance appraisal while they remain silent on when the targets are set (Wexley, 1986). In some organisations objectives are not set for employees but appraisals are done

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against some perceived factors that are not related to organisational objectives but to attitude and irrelevant tasks.

For performance management to work, performance expectations need to be understood and; where possible, involve a contribution from the employee. In some of these organisations employees do not even know the organisation's objectives for the year and so they continue to carry out any task assigned to them by their superiors based on the daily routine work prescribed in their job description. As a result the issue of promoting a high performance culture has been an illusion to these organisations whether private or public because employees are always expected to work without defined objectives. Performance therefore in this case is not planned, monitored and reviewed. In the same vain in treating performance management in their books many authors are also bias by placing so much emphasis on performance appraisal system while little is said about performance, planning and monitoring. Meanwhile, the foundation of any effective performance management system is planning performance and enabling the achievement of the objectives set during the planning stage.

The performance management system that consists of planning, monitoring and reviewing is a common practice in Ghana Health Service. In this practice the major aim is promoting a high performance culture where employee involvement in the entire process is assured. For any organisation to remain in competition and also to withstand the test of time continuous improvement is necessary. Performance management system in Ghana Health service could be improved by applying the best practices derived from the views of Human Resource management experts and practitioners as found in the literature and in practice in some reputable organisations in the country.

Research (Martinez and Martineau, 2001) asserts that many health organisations in the public service do not use performance management approaches to ensure organisational efficiency and effectiveness. At the 2009 annual performance review of the Ghana Health Service at Takoradi, the then minister of the Western Region, Mr. Aidoo noted that diseases like malaria, diabetes and anaemia which were on the verge of being eradicated were re-emerging and appealed to the GHS to put in place strategies to reduce the morbidity and mortality caused by these diseases (GNA, Feb. 26). Martinez and Martineau (1998) note that performance management programmes do not usually work in public- funded health systems. This problem is exacerbated in the developing world because the models introduced were often foreign and not suitable for exigencies of the countries.

The challenges currently facing the Ghana Health Service at Ho are how to manage the staff and resources to ensure value for money for the major stakeholders who are the government and the public they serve. There is also the great challenge of retaining and motivating staff in order to provide increased access to health care as stated in the vision statement of the Ghana Health Service. Preliminary investigations revealed that there is a form of performance management process in the Ho Government Hospital. This research therefore seeks to investigate the performance management process in the hospital to determine whether it conforms to the current best practices in health care administration elsewhere.

Objective of the study

The main objective of the study is to examine the performance management system in the Ghana Health Service.

Specifically, the study sought to:

- Examine how the performance management system works in the Volta Regional Hospital.

- Identify the influence of performance management on the employees' performance of the hospital.

- Ascertain measures put in place to sustain performance in the Government Hospital.

- Identify bottlenecks that impede the improvement of organisational performance.

Research questions

In order to achieve the above objectives, the answers to the following questions were sought.

1. How does the performance management system work in the Volta Regional Government Hospital?

2. In what ways does the performance management system in the hospital influence employee performance?

3. What practices are put in place to sustain performance in the hospital?

4. What practices and programs can help improve the performance management system in the Ghana Health Service?

Significance of the study

This study owes its importance to the fact that the Volta Regional Hospital as part of the Ghana Health Service has a vision of implementing approved national policies, increase access to improved health services and

manage prudently resources available for provision of health services. For the Volta Regional Hospital to meet these objectives and to stand the test of time, continuous improvement is inevitable and a well designed performance management system that consists of planning, monitoring and review performance with special emphasis on employee involvement in the centre process with the view to promoting a high performance culture is sought.

It is hoped that the findings of this study would be relevant to the management of the GHS and the Volta Regional Hospital in particular, and other public organisations that can use the results to design strategies to improve upon their performance. It will also serve as basis for further research in areas of interest that have not been included in this study. In addition the study would make some contributions to the field of human resource management in the study of the relationship between performance management system on staff and organisational performance.

Scope of the study

There are several hospitals and departments under the GHS that needed to be researched into. This study is, however, limited to the influence of performance management system in promoting high performance culture in the Volta Regional Hospital. The regional hospital is chosen because it is one organisation that impact extensively on many lives and there is the need to craft proper performance management systems that would position it to meet the challenges of health delivery and promote high performance culture.

Organisation of the study

This study is organised in five chapters. Chapter One focuses on the introduction, which covers background, statement of the problem, objectives of the study research questions significance, scope and organisation of the study. Chapter Two which deals with literature review, review the relevant literature and provides a comprehensive description of the best practice of performance management system. Chapter Three discusses the methodology of the study. It details the study area, design study, study population sample size and sampling procedure, data sources, instrumentation, field work, data processing and analysis. Chapter Four presents results and discussion while Chapter Five presents summary, conclusions and recommendation**.**

The next chapter is devoted to a review of relevant literature related to the topic under discussion. Issues such as the concept of performance management, the process of performance management, characteristics of a good performance management system were discussed. The literature review also focussed on the introduction of the performance management into the public service, especially the health sector.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

This chapter discusses the concept of performance management system. It also looks at purposes of performance management, the process of performance management, performance management in the public service and finally focuses the performance management in the health sector. The review here is essentially on the views of scholars on the concept of performance management and the characteristics of the main elements that constitute a best practice model performance management system.

The concept of performance management

Organisations have always been faced with challenges of improving performance. This situation has become complicated by the increasing competition from businesses across the world as technology is shrinking distances and making the world a true global village. The need to do business profitably meant that all businesses must develop effective strategies to remain competitive. Radnor and Barnes (2007: 393) define performance management as "action based on the performance measures and reporting which is directed to improving behaviour, motivation and processes." In this definition, performance management is seen to target individual and organisational activities. At individual level, performance management involves evaluation, development and rewards. The organisational procedures

and environment are also seen to influence performance at all levels. Rue and Byars (2005: 385) define performance as "the degree of accomplishment of tasks that make up an employee's job." The definition here directs attention at accomplishment or outcomes and attempts to exclude effort, which might be energy expended, but not yielding any results.

Campbell (1999) views performance as behaviour or something done by the employee. This view presents performance as being different from outcomes and acknowledges that outcomes may be influenced by other factors that are beyond the scope of the actions of the employee. These views which are consistent with those of Radnor and Barnes (2007) stated earlier indicate that performance management is not only at the level of the employee, but involves institutional structures and processes which are beyond the control of the individual employee.

Armstrong and Baron (1998:478) define performance management as "a process which contributes to the effective management of individuals and teams in order to achieve high level of organisational performance." Performance management in this case establishes shared understanding about what is to be achieved and an approach to leading and developing people which will ensure that it is achieved. They go on to stress that it is a strategy which relates to every activity of the organisation set in the context of its human resource policies, culture's style and communications systems. The authors stress that the nature of the strategy depends on the organisational context and can vary from organisation to organisation. In other words performance management should be:

- Strategic - it is about broader issues and longer- term goals.

- Integrated – it should link various aspects of the business, people management, and individuals and teams.

- Incorporate performance improvement – throughout the organisation, for individual, team and organisational effectiveness.

- Development – unless there is continuous development of individuals and teams performance will not improve.

In the views of Ogbonna and Harris (2000), performance management refers to those activities that measure job performance and provide feedback to employees about their performances. He points out that performance management processes play an important role in organisations; perhaps because of their importance, they produce a great deal of anxiety and concern for both managers and employees alike. Although the practices and standards can be useful in getting some quick perspective on the quality of a particular function, there is the need to be careful about which standards to choose and how to draw conclusions from any comparisons. The best use of best practices for an organisation depends on a variety of factors, including the culture of the organisation, nature of the products and services that the organisation provides, expectations of major stakeholders, and effects of change in the environments of the organisation.

Mondy, Noe and Premeaux (1999) indicate that a best practice model performance management is the process of managing which comprises performance planning, monitoring and review. This system is designed to be a year-round or an endless partnership between employees and supervisors in the planning, coaching and reviewing of job performance. Bach and Sisson (2000) assert that a good performance management system is the one which is

employee –centred and places equal importance on the three elements of the process. This system also guarantees that the outcomes of appraisal interviews are put into several uses such as ensuring that recognition is given to high performance and to determine employee's incentives. Martinez and Martineau (1998) see performance management as a means to an end and states that an organisation's performance is closely related to each individual staff's performance.

Performance management systems are increasingly seen as the way to manage employee performance. Bevan and Thompson (1992) found that 20 per cent of the organisations they surveyed had introduced a performance management system. Such systems offer the advantage of being tied closely into the objectives of the organisation, and therefore the resulting performance is more likely to meet organisational needs. The system also represents a more holistic view of performance. Mohrman and Mohrman (1995) insisted that performance management is a major tool for making businesses work in alignment with the organisation's strategic goals. This view indicates that performance management is what managers do on a daily basis. Performance management is thus making the business work.

Torrington and Hall (1998) see performance management as an idea that has been developed to organise and arrange training, appraisal and payment in specific settings to get things done. This performance management approach is used most often in the workplace but applies wherever people interact—schools, churches, community meetings, sports teams, health setting, governmental agencies, and even political settings. Peters and Waterman (1982) assert that performance management principles are needed

wherever in the world people interact with their environments to produce desired effects.

This management process can involve self-management in which lone workers using the same tools as found in formal management structures or patient learning to manage self care procedures or the formal chains of management usually found in most organisations where people work in groups or teams.

Performance management was introduced into the Ghana public service as part of the institutional reform programmes that were needed to implement the Structural Adjustment Programme adopted by the Provisional National Defence Council (PNDC) government (Ayee, 2001). The performance management programme included the implementation of a Civil Service Reform Programme (CSRP). The reform programme was to improve motivation and performance through job analysis, salary rationalization, reclassification and re-assignments. A new public service reform programme, the Civil Service Performance Improvement Programme (CSPIP) was started to address the failures of the CSRP. The focus of the CSPIP was to improve service delivery in a cost effective manner (Dodoo, 2007). A major part of the CSRP, according to Antwi, Analoui and Nana-Agyekum (2008), was the development and signing of performance agreements and contracts between the government and Chief Directors of the various Ministries, Departments and Agencies (MDAs).

The attempts to introduce performance management processes into the public service in Ghana did not succeed for various reasons. The Office of the Head of Civil Service (OHSC), (2007) attributed the failure partly to the absence of laws that make the programmes mandatory to for all the

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organisations under the civil service. This lack of legal backing led to a lackadaisical attitude among the ministers and directors of the implementing agencies. Adei and Boachie-Danquah (2003) aver that the signing of a performance contract and developing manuals on work ethics and a statement of expected level of performance cannot change the long standing behaviour and performance patterns in public organisations. What needed to be done is the development of a performance management process that involves setting of goals and establishing performance levels and measurement criteria to which all actors will be help accountable.

The process of performance management

Many organisations, public and private go through many changes in order to remain competitive in business. A performance management process would help the organisation identify the changes that are necessary to improve performance in the organisation. Various authors propose various steps for performance management. Gross (1995: 87) describe performance management a three step process involving:

- Performance planning by managers and employees for determining performance expectations

- Performance coaching, which is an ongoing process throughout the appraisal period

- Performance review, a formal step that results in the individual and/or team evaluation.

The views of Briscoe and Claus (2008), which are consistent with those of Gross above, see performance management as the system through

which organisations set work goals, determine performance standards, assign and evaluate work, provide performance feedback, determine training and development needs and distribute rewards.

Performance management entails organising the conditions of the workplace for individual, group, unit, division, regional, and corporate success. Armstrong and Baron (1998) point out that in order to ensure organisational efficiency systems, processes and structures are organised in consonance with the laws of behavior to support the necessary direction, skills, resources, and motivation people need to do a job well, whether at the executive level or at the shop floor, in all types of industries and across all kinds of business drivers of success. Berger and Luckmann (1967) insist that performance management is about individual managers understanding how to ensure the development of skills of employees and provide sufficient training and coaching resources so that each manager can be fairly assessed by the success of those he or she manages.

Characteristics of performance management systems

Armstrong and Baron (1998) identified some characteristics of a good performance management. These include:

- The communication of the organisations vision and objectives to all employees.

- The setting of departmental, unit, team and individual performance target that are related to the organisations wider objective.

- The uses a review process to identify training, development needs and also reward outcomes.

- The evaluation of the whole performance management to improve effectiveness.

- The definition of a managerial structure to implement the process so that individual staff and management are assigned specific responsibilities to manage the Performance Management System.

Fisher (1997) indicates that major features of performance management process include year round process, numberless rating, and introduction of behaviours, partnership and training. Year round processes under performance management involve feedback between the supervisor and employee throughout the year, not an end of year ritual. A special emphasis is placed on the supervisor's coaching of the employee so that they can fulfil the expectations set forth at the beginning of the year. In the views of Grote (1996) a properly constituted performance management process would include a training needs analysis which culminates in individual and group training to remedy gaps in employee performance. Partington and Stainton (2003) see the management process of as involving a continuing process of evaluation and communication between senior staff and other employees that can lead to a structured identification of roles, tasks, targets and training plans that will enhance performance.

An aspect of performance management systems is leadership. An efficient leader contributes to organisational effectiveness by influencing subordinates to take actions to set and meet organisational goal (Rue and Byars, 2005). Mondy et al. insist that a leader and his or her leadership style has a great influence on organisational performance. In a situation where the leader appears uninterested in achieving organisational goals, the employee may not have the motivation to work towards organisational objectives, even

if they are discussed and assigned. Kotter (1979) opined that where the manager is not strong on the managerial skills of planning, organising, staffing, motivating and controlling, not much can be done, even by the best of employees. This view places leadership at the heart of an efficient performance management system.

Organisations seeking to be seen as high performers emphasise training and development in their performance management systems (DeSimone & Harriss, 1998). Managers and employees need to have the right skills, knowledge and attitudes in order to contribute towards attaining performance objectives in organisations. Mondy et al. (1999) see training as aimed at helping employees acquire the competencies they need for their current jobs, while development, a long term project, aims at directing the employee to acquire skills needs for future jobs in and outside the organisation. Employees who have developed a career plan in an organisation may have greater commitment levels to the organisation. It is there for important for organisations to help employees to develop themselves in the direction of organisations' long term goals.

Another key aspect of performance management is training for evaluators (Armstrong & Baron, 1998). Under an effective performance management system, all supervisors are required to go through a training program before they do any performance appraisals within the performance management process. Such training will provide them with additional training materials; resource guides and definitions of behaviours so they can do a good job of assessing employees' performance and helping them improve. When supervisors receive their own evaluation at the end of the year, a mandatory aspect will be on performance management Kent through developing subordinates,

so supervisors have an incentive to follow through with their commitment to coach employees.

For performance management systems to be efficient and not to be seen as an afterthought or a means of managers blaming staff, there is the need for accountability on part of both managers and staff. Accountability, according to Aucoin and Heintzman (2000), has become an important part of performance management processes in government and public organisations. Gregory (2003) states that accountability is part of a formal obligation on the part of people in positions of authority or in management to answer to others for their actions and decisions. Bouckaert and Halligan (2008: 163) indicate that the changing public service environment has implications for accountability. This new shift places more emphasis on outcome and outputs. The authors see the changes as "an extension of accounting responsibilities from the traditional core that featured ministerial responsibility to cover successively new modes of accountability, performance accountability and shared accountability within governance and collaborative contexts." Salancik (1977) affirm that the development of task and behaviour accountability procedures as part of organisational culture ensures both management and employee commitment to high performance which could lead to achieving organisational goals. An efficient performance management system should therefore hold people responsible for what they do and what results from their actions.

Thomas (2007) identified five components that help to establish a relationship between a principal and agent in an interactive process. These are the delegation of responsibility based on agreed expectations and standards; the provision of authority, resources and a reasonably responsive environment

to allow for the fulfillment of responsibilities and the obligation of the accountable party to answer for the performance of responsibilities based upon the provision of comprehensive, valid and balanced information on performance. The other components are the obligation of the authorising party to monitor performance and to take corrective action to remedy identified shortcomings. Accountability as part of the performance management system thus includes authority to take decisions and be responsible for them and be rewarded for excellent performance or penalised for performance that does not meet agreed standards.

Mondy et al. (1999) indicate that in the context of human resources, performance management refers to the ongoing process of setting goals, self-assessment, manager assessment, peer-assessment (also called 360 assessment) coaching, development planning, and evaluation. Grote (1996) indicates that a good performance management system involves setting objectives that measure important aspects of performance, train managers for to implement an efficient performance appraisal; design and implement procedures that satisfy the different appraisal and organisational needs. He also pointed to need gain support for the performance management system throughout the organisation, increase employees skills, knowledge and abilities through development programmes.

The purpose of performance management

Mondy et al. (1999) indicate that the overall goal of performance management is to ensure that the organisation and all of its processes, departments, teams, employees, are working together efficiently to achieve the results desired by the organisation. Boella, (1992) states that a scientific

approach to performance management is intended to make employees attend to customer needs, meet their targets, produce desired impact and create a culture of respect and commitment, with a focus on active learning, inclusion, and shaping a culture where the predominate method of building habits of success involving knowing when and how to help improve performance and encourage excellence. Ogbonna and Harris (2000) indicate that organisations use performance management process for four basic purposes. Firstly, for human resource decisions, such as pay increases promotions, and terminations. Secondly, it gives feedback to and development of employees. Thirdly is design and evaluation of various human resource systems, such as company training programs and human resource planning. Finally, performance management is used for documentation of personnel decisions.

A critical purpose of successful performance management implementation is that performers gain excellence in their own performance—developing habit strength that can be applied across similar or different settings for effective problem solving and work habits. Whether it is learning highly technical skills in a nuclear facility or learning the foundation of good customer service in a restaurant, the goal at the individual level is to do work well, efficiently and effectively, and to find real delight in the mastery and fluency these tools provide. The conditions that surround behavior—what people say and do that are recognized or punished over time (the culture) – also help to support sustained patterns or diminish such patterns of success.

Performance variables

Torrington and Hall (1998) remark that a large part of achieving effective performance is getting organisational process right, but within the

organisational framework there are the teams, groups and individuals who do the work. The authors identify the following variables as helping to achieving a higher performance:

(a) Commitment: commitment has been identified by some writers as resulting in higher performance. Commitment has been described as (i) attitudinal commitment that is loyalty and support for the organisation, strength of identification with the organisation (Porter 1985), a belief in its values and goals and a remaining with the organisation and continuing to pursue its objectives. (ii) Behavioral commitment, which is actually remaining with the organisation and continuing to pursue its objectives. Commitment results in better quality, lower turnover, a greater capacity for innovation and more flexible employees. In turn, these are seen to enhance the ability of the organisation to achieve completive advantage. Mabey and Salaman (1995) note that some of the outcome of commitment has been identified as the industrial relation, climate, absence levels, turnover levels, and individual performance.

(b) Leadership: Leadership rather than management has been identified as one of the keys to a high performance organisation. Charismatic leadership and transformational leadership give some indication of the virtues those great leaderships seen to offer. It is seen as the power to inspire and motive, the ability to imbue employees with the desire to change the organisation and to be the best. Leaders create the vision and the strategy and present it and themselves in such a way that employees fees enthusiastic and excited by it.

(c) Culture: There is a link between culture and organisational effectiveness, and that there is an assumption that the culture will unite all

employees behind the stated goals of the business. Some companies have used this link to try to change the culture in an effort to improve organisational performance – the assumption is that culture can be managed. Schein (1990) makes the point that strong cultures are not necessarily associated with more effective organisations and indicates that the relationship is far more complex. He draws out some contradictions; that a strong culture may stand against flexibility and adaptability, for instance. He does maintain, though, that culture awareness is important in facilitating strategic decisions.

(d) Flexibility: Functional flexibility is particularly important where employees with a wide remit and a wide range of skills can reduce waiting time (such as maintenance activity, on breakdown) give employee a greater sense of doing a job and greater responsibility.

(e) Learning: Torrington and Hall (1998) emphasises that for a business to survive the extent of learning has to be greater than or equal to the extent of changing it faces. In this regard learning is seen as an almost priceless competitive advantage. It could therefore be said that there is little doubt that both organisational and individual learning are associated with organisational performance.

Performance measures

A key aspect of performance management is performance measurement. Mondy, Noe, and Premeaux (1999) view performance appraisal as almost always a key part of the system, but is integrated with ensuring that employee effort is directed towards organisational priorities, that appropriate training and development is carried out to enable employee effort to be successful, and that successful performance is rewarded and reinforced. In the

views of Warner (1997), it is important to measure the performance of employees in order to correct deficiencies and reward outstanding performance. Winston and Creamer (1997) see performance measurement as an organisational system made up of carefully thought out processes for measuring staff actions to improve their effectiveness. In order to ensure that the right things are measured, clear and concise measures are required in order to properly define the desired goals. Performance management thus requires definite predetermined directions and actions which must be attained by managing all the resources of the organisation in a way to ensure their maximum efficiency.

There are three aspects of the employee's performance that should be measured. These are traits, behaviours and task outcomes. Performance measures are agreed when setting objectives (Mondy et al (1999). In the views of Ogbonna Harris (2000), it is necessary to define not only what is to be achieved but how those concerned will know that it has been achieved. Performance measures should provide evidence of whether or not the intended result has been achieved and the extent to which the job holder has produced that result. This will be the basis for generating feedback information for use not only by managers but also by individuals to monitor their own performance.

There are many different ways of measuring individual job performance. Griffin (1999) divides them into two groups; objective measures and subjective measures. The objective measures are expected to measure the individuals actual output and in this way is similar to the productivity approach. The subjective approach includes ranking and rating. When ranking is used, employees are directly compared with other employers in the

organisation and arranged in either a descending or ascending order. Lowest ranked person may be seen as the worst performer. Mondy et al (1999) identified some challenges of the both methods of measuring performance. They noted that the objective method may suffer from opportunity bias, where a worker has a better chance to perform than others as a result of experience or by the nature of the job. They also noted that the subjective method measures overall performance and does not consider employee strengths and weaknesses.

A 360-Degree feedback system emerged as an attempt to overcome the challenges of the other appraisal measures. A 360-degree feedback system is a performance management process that gathers performance information from multiple parties, including one's subordinates peers, supervisors, and customers (Mondy et al, 1999). Noe (2005: 278) identified 360 feedback appraisals in which "employees' behaviours or skills are evaluated not only by subordinates, but also by peers, customers, their boss and themselves." Armstrong (2005), remarks that the range of feedback could be extended to include other stakeholders such as external customers, clients or suppliers. He states further that a self-assessment process may also be incorporated using for comparison purposes the same criteria as the other generators of feedback.

The benefits of performance management

A properly designed and implemented performance management program has a lot of benefits for the implementing organisation. The major contribution of performance management is its focus on achieving results useful products and services for customers inside and outside the organisation.

Benefits are likely to be seen in increased profits, motivational workforce and improved management control.

Campbell and Garfinkel, (1998) insist that performance management systems facilitate the effective delivery of strategic and operational goals. Properly designed and implemented performance management programs generally lead to improved business and organisational results. Benefits may include direct financial gain, growth in sales, reduce costs and the organisation as a whole working to achieve set goals and decreases the time it takes to create strategic or operational changes by communicating the changes through a new set of goals. Goss (1997) stated that evaluation records in the performance management process provides information for career planning, compensation and determining employee training and development needs. In this way managers can use evaluation records for human resource planning in their organisations to ensure that the skills and knowledge need for optimum performance in the organisation is available in the present and the future.

Performance management schemes generally aim at maximising the returns on investment for organisations (Boella, 1992). According to Fisher (1995), achieving organisational efficiency becomes easier when the management process is able to identify the strengths and weaknesses in the system so that both managers and employees take concerted efforts to remedy weaknesses and improve strengths. Grote (1996) noted that an efficient performance management system provides information about training and development needs. If employees are motivated to see training and development processes as beneficial to their career prospects, there is a general improvement in staff quality over time.

Problems in performance management systems

Performance management schemes are expected to lead to improved performance and general efficiency for implementing agencies. There is however the general difficulty in linking performance management actions to performance improvement. Research by Bevan and Thomson (1996) has however suggested that performance management processes might not lead to improved performance. Cummings and Worley (1993) identified subordinate resistance to performance management schemes as a major reason for the failure of such programmes. Employees may see the scheme as a manipulative tool of managers. Evaluation may be difficult and stressful for both managers and employees if performance standards are not previously properly discussed and established.

Employees may also see the performance management process as discriminatory when performance measures emphasise only employee outcomes without considering organisational processes and managerial output. Sparrow and Hitrop (1994) indicate that the suspicion of subordinates could be heightened when managers do not take part of in performance evaluation. Also, when performance objectives are not derived directly from the organisation's long term strategic plans, performance could be aimed only short-term rewards. An employee who is anxious to be rated as a high performer may take action in the short term that may have long term detrimental consequences for the organisation. Stiles et al. (1997) point out that the current fluid nature of the external environment and the need for organisations to respond to changes can make even short term goals derived from an organisations strategic plans irrelevant and sometimes obsolete.

Noe (2005) avers that performance appraisal, a key aspect of performance management schemes, is another major problem. Although the discussion of appraisal results is expected to be factual, in the views of Mondy et al. (1999), a negative appraisal result which is not properly communicated to the appraisee might result in shattered confidence and generate tension between the appraiser and the employee. It thus seen that although performance management is often introduced to ensure organisational efficiency, there are quite a number of challenges that needed to be overcome to derive maximum benefits from performance management schemes.

Performance management in the health sector

According to Bouckaert and Halligan (2008), performance management was introduced into the public service as an attempt to ensure overall efficiency of public organisations. Boland and Fowler (2000) indicate that until very recently, performance measurement in the public sector was thought to be an impossible task. However, the need to evaluate work and provide a system of rewards that is seen to be objective and fair and also to give stakeholders value for money has necessitated the introduction of some forms of performance management in public services, including the health sector. Boland and Fowler (2000) see performance management in the public sector as a direct result of the organisational and managerial reforms of the 80s and 90s.

Performance management is becoming important in the public sector in developed and developing countries (Martinez & Martineau 1996). The need to improve access to health care and deliver efficient service has made many Nation Health Services introduce performance management at all levels.

The British National Health Service for example has applied a performance management strategy that involved business planning, quality assurance, and competence-based education, clinical audit. The strategy also included the adoption of a broad range of performance indicators and assessment techniques and development centres (LSTM 2000). It is thus seen that the introduction of performance management procedures in the British National Health Service followed the business models of ensuring efficient performance.

CHAPTER THREE

METHODOLOGY

Introduction

This chapter describes the study area, the study population and choice and justification of sampling procedure.

Study organisation

The study was conducted at the Volta Regional Hospital at Ho. The Volta Regional hospital is a 240-bed ultra modern referral Specialist Hospital for the district and primary health care facilities in the Region and beyond. It was designed and constructed by Kvaener International Limited of UK in 1998. It was commissioned by the Former President Rawlings and his wife Nana Konadu Agyeman Rawlings on the 23rd of December 2000. The hospital is located along the Ho-Aflao/Denu Highway about 800 meters from the Medical Village junction. It occupies approximately an area of 650 x 500 meters.

Facilities and services available in the hospital include, a well-organized Out Patient Department (OPD) services, Radiology and Imaging, Surgical services including day case surgery and orthopaedics, Obstetrics & Gynaecology including Neonatal Intensive Care, Eye, Ear, Nose and Throat (ENT), Laboratory and Blood Transfusion services, Mortuary, Pharmacy, Paediatric Care, Internal Medicine and Psychiatry, Health information services, catering services, administrative services and accounting services.

The main catchment population is basically Ho and its environs. However, referrals are received from all over the districts and beyond the region. Foreigners such as Togolese, Beninoise and Nigerians also considerably patronize the services.

The Volta Regional Hospital is chosen because of the important role performance management play in sustaining the growth of the Hospital and in retaining the health care personnel at the hospital. The VRH as at 31st December 2010 had 485 manpower of which the breakdown is as follows: there are 15 full time doctors and 3 others are on contract,117 nurses ,338 paramedics and 12 casuals. In addition there are 62 interns or attaches who are on training.

Research design

The research is exploratory in nature and uses a case study approach in a descriptive survey. This was chosen because the study was primarily about seeking opinions, knowledge and attitudes of staff of the Volta Regional Hospital in relation to performance management and output of work. This is based on the assertion by Yin (1994) that the case study is an empirical inquiry that examines a modern issue in a real life situation. Although the case study is criticised for being too particular for general application (Dogan & Pelassy, 1990) it is the belief of the researcher that this study type would give a clear picture of the problem since it will allow the concentration of time and effort on the problem in a particular context. Also, it is possible that the findings of the investigation of the performance management system as operated in the VRH could be applicable generally to other health institutions (both private and public).

Study population

Population is the entire aggregation of items from which samples can be drawn. In this study therefore, the population consists of all the 15 full time and 3 contract doctors, 117 nurses, 338 paramedics, 12 casuals and 62 interns of the Volta Regional Hospital.

Table 1: Staff population in the Volta Regional Hospital by professions

Profession	Number
Doctors	18
Nurses	117
Paramedics	338
Casuals	12
Interns	62
Total	597

Source: Field work, 2011

Sample size and sampling procedure

Eight (8) core management staff of the Hospital who constitute supervisory staff were purposively selected. This was done because preliminary investigations reveal that they are the key personnel who undertake the appraisal of the staff. The researcher believes that in accordance with the views of Sarantakos (1998), they could therefore throw more light on the performance management system in the Hospital. Because the 12 casuals and 62 interns were not permanent staff of the hospital and not subjected to the performance management processes of the hospital, they were not included in the sample frame. A stratified sampling strategy was used to

separate the nurses and doctors into one stratum while the paramedics were also treated as a separate stratum in order to derive a more proportionate representation of both medical and paramedical staff. One hundred and twenty staff made up of 72 paramedical staff since they were about two and half times the number of doctors and nurses, and 48 doctors and nurses were randomly selected and questioned. This was done so that each worker of the Hospital has an equal chance of being represented (Osuala, 1987). This was done on the assumption that each worker in the Hospital experience management supervision in area of performance management system in the same manner and therefore provide similar answers to the questionnaire.

Data sources

Both primary and secondary data was used in the study. Primary data was in the form of responses to a questionnaire and interviews. Such data was collected from the management, the heads of departments and staff. The Doctors and heads of departments were personally interviewed by the researcher while the views of the other staff were sought through the questionnaire. Secondary data was collected from a variety of published materials which include books, magazines, reports and the internet in order to obtain a comprehensive range of information relevant to the study.

Instrumentation

An interview guide was designed to elicit responses from the key staff concerning the issues of interest. A twenty-two (22) item questionnaire was also designed and sought to identify the age, sex, and educational level of the respondents. It also attempted to examine the knowledge of the respondents

about the performance appraisal and staff policy of the institution and whether the respondents have taken part in any performance management system. In consonance with the views of Bordens and Abbot (1991), both-open ended questions (to allow the respondents opportunity to provide their own responses) and closed-ended questions (to restrict the respondents to fixed options) were used to solicit responses from the respondents.

Pre-test

The instruments were pre-tested among a group of nurses to identify and eliminate vague questions. This was done in the last week of December 2010. The pre-testing was also aimed at ensuring that the questions would provide answers that satisfy the objectives of the study. The answers and suggestions helped to restructure some of the questions.

Methods of data collection

The interview guide was used to personally interview key administrative personnel of the hospital on issues relating to the staff performance management process of the hospital. To supplement data collected through interviewing key personnel, a set of self-administered questionnaire was used for the rest of the staff. The questionnaire was handed out to them to complete for collection at a later date because respondents are literate and can understand and respond to the questionnaire with ease. In order to retrieve sufficient responses for the study, more questionnaire than needed were administered.

Data processing and analysis

Information gathered from the responses to the questionnaires was screened to remove incomplete or wrongly filled questionnaires. The open-ended questions were edited and coded. In order to make an objective assessment of the performance management system in the Volta Regional Hospital, the respondents were categorized into managerial staff and subordinate staff. The data collected was processed with the Predictive Analysis Software (PASW) version 17.0.3.

Information obtained was summarized and presented in tables and charts to show percentages, and frequencies.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter deals with the results of the data analysis and interpretation. The data were analysed under two different heading: responses from interview of management staff and responses to questionnaire by staff. The issues analysed were the nature of performance management in the Regional hospital, its influence on the employees' performance, the measures put in place to sustain performance and the bottlenecks that impede organisational performance.

Characteristics of respondents

The questionnaire sought demographic data such as sex, age, length of work at the hospital, and level of education. From the figure below, 74.2% were females and 25.8% were males.
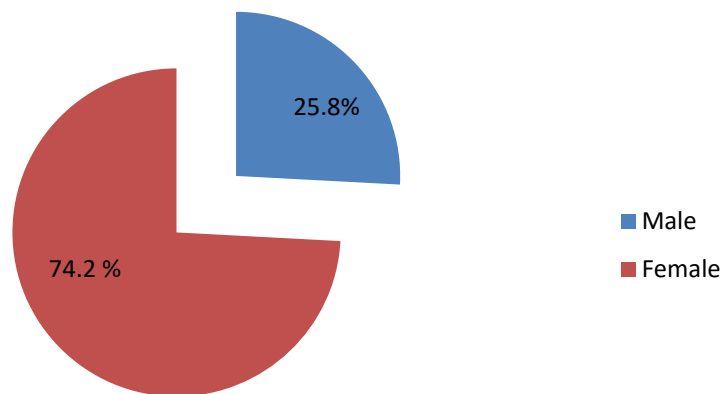
Sex of respondents

Field work, 2011

The data in the figure has majority (74.2%) of females than males (25.8%). This preponderance of females may not necessarily represent the sex distribution in the hospital since the researcher was not able to access information on the sex distribution among the staff of the hospital.

The age distribution of the respondents was also sought and responses presented in Table 2. Majority (65.9%) of respondents were in the 31 to 50 years age bracket and 8.3 percent were fifty-one years or above. The data suggests the hospital has an active and youthful workforce (91.7%) that can be motivated and trained to improve performance in the hospital.

Table 2: Age of respondents

Age	Frequency	Percent
21 – 30 years	31	25.8
31 – 40 years	35	29.2
41 – 50 years	44	36.7
51 – 60 years	10	8.3
Total	120	100.0

Source: Field Work, 2011

Number of years respondents worked in the hospital

Respondents were also asked how long they have worked in the hospital. The responses are captured in Table 3. The data suggests that the respondents worked in the hospital for periods ranging from one year to thirty years. About twenty-eight percent of the respondents have worked in the hospital one and five years. About thirty-nine percent had worked there between six and ten years. This data may suggest that majority (about 72%) of

respondents have worked in the hospital long enough to have taken part in the hospital's performance management programme.

Table 3: Number of years respondents have worked in the hospital

No of years	Frequency	Percent
1-5 years	33	27.5
6-10 years	47	39.2
11-15 years	10	8.3
16-20 years	15	12.5
21-25 years	10	8.3
26-30 years	5	4.2
Total	120	100.0

Source: Field work, 2011

Highest educational level of respondents

The highest educational level of the respondents was also sought. From the data in Table 4, 23.3 percent had Middle School Leaving Certificate, 27.5 percent had Senior Secondary School Certificate and West African Secondary School Certificate. 10.8 had certificate in health, and 18.3 percent had diplomas while 16.7 percent had first degrees and 3.4percent had second degree.

Table 4: Highest educational level

Level of education	Frequency	Percent
MSLC	28	23.3
WASSSE/SSSCE	33	27.5
Certificate in health	13	10.8
Diploma	22	18.3
First degree	20	16.7
Second degree	4	3.4
Total	120	100.0

Source: Field work, 2011

Additional qualification of staff

The staffs were also asked whether they have any additional qualification. The responses are presented in Table 5.

Table 5: Additional professional qualification

Qualification	Frequency	Percent
None	104	86.7
Midwifery	8	6.7
Blood Transfusion certificate	2	1.7
Diploma in Business Studies	2	1.7
Driver	2	1.7
Optical Technician	1	0.8
Lab Technician	1	0.8
Total	120	100.0

Source: Field work, 2011

Awareness of performance management processes in Volta Regional Hospital

All eight top management staff interviewed indicated there was a performance management process in the hospital and they have been part of the staff management process. All the respondents also indicated an awareness of the performance process in the hospital. They were then asked whether they have ever taken part in any performance management process in the hospital. Their responses are presented in Table 6.

Table 6: Participation in the performance management process

Responses	Frequency	Percent
Yes	100	83.3
No	20	16.7
Total	120	100.0

Source: Field work, 2011

The data in Table 6 suggests that the performance management process in the hospital is widespread as a high majority of 100 had experienced one form of performance management process. It is possible that the less than twenty percent respondents who did take part in any performance management programme could be new employees waiting their turn to be taken through the performance management processes in the hospital. When respondents were asked how often they were appraised, fifty-three percent stated they were appraised once a year while forty-seven stated they were appraised twice a year.

Respondents were also asked whether they have ever had discussions with anyone on the issue of performance targets. From Table 7, almost all the staff, (95%) had had discussions on the issue of their performance with someone in the hospital. Seven out of the eight top management respondents stated that the management process in the hospital starts with setting of targets, appraisal, training and development, payments and promotions. This view is collaborated by the high majority (95%) who state that they discuss their performance targets with their heads of department and ninety-six (80%) who stated they set their performance targets with their heads of department and the human resource manager.

On the issue of types of performance management practices adopted, seven of the top management members stated that several practices were used to gather information from multiple sources. These include reports from unit heads or supervisors, on the job observation by management as part of a monitoring process. There was also a mid and end of year appraisal. The result here is consistent with the views of Mondy et al (1990) that most organisations now prefer a multi-rater approach to their performance evaluation programmes.

Table 7: Discussion on the issue of performance targets

Response	Frequency	Percent
Yes	95	95.0
No	5	5.0
Total	100	100.0

Source: Field work, 2011

Respondents were asked who they set performance targets with. Table 8 presents the results.

Table 8: Person respondents set performance targets with

Person	Frequency	Percent
Head of department	80	80.0
Human resource manager	16	16.0
Medical assistant	4	4.0
Total	100	100.0

Source: Field work, 2011

From Table 8, eighty respondents set their performance targets with their heads of departments, 16set their targets with the human resource manager, and set their targets with a medical assistant. The respondents were also asked who appraised their performance. The data suggest that the respondents were appraised by those they set their performance targets with. The data here is supported by the views of Armstrong and Baron (1998) that a good performance management programme should include the setting of departmental, unit, team and individual performance targets.

Staff perception of performance appraisal system in Volta Regional Hospital

In order to investigate staff perception of the performance management process in the hospital, respondents were asked to rate the process as effective, ineffective, fair or unfair. The responses are presented in Table 9.

Table 9: Perceptions of effectiveness or fairness of performance appraisal process

Perception	Frequency	Percent
Effective	39	39
Ineffective	7	7
Fair	52	52
Unfair	2	2
Total	100	100

Source: Field work, 2011

From Table 9, thirty-nine of those perceived the process as effective and fifty-two perceived it as fair. Seven perceived it as ineffective while two perceived it as unfair. The results thus suggest that majority of respondents view the appraisal process as being both fair and effective. Respondents were also asked whether they have received any feedback after assessment. The data is represented in Table 10.

Table 10: Receipt of feedback from officers after assessment

Receipt of feedback	Frequency	Percent
Yes	34	34.0
No	66	66.0
Total	100	100.0

Source: Field work, 2011

From Table 10, only 34 percent of those who were assessed received feedback after the performance appraisal. The fact that majority of

respondents did not receive feedback after performance appraisal violates a key principle of performance management which indicates that feedback is needed for staff development and improvement (Ogbonna & Harris, 2000).

Respondents were further asked how they felt after receiving feedback. From Table 11: all the thirty four who received feedback indicated they felt good. This might suggest that the feedback was conveyed in ways that do not undermine the respondents' self-image and was therefore positively received (Mondy, et al.).

Table 11: How respondent felt after receiving feedback

Feeling of respondents	Frequency	Percent
Good	34	28.3
No feedback	66	71.7
Total	100	100.0

Source: Field work, 2011

Influence of performance management process on employee performance

All the eight top management respondents were of the view that performance management improves the performance of the employees. When asked how the performance management process would improve performance, they indicated the following ways:

- Evaluation would provide information for agreeing on training and development plans that would help individuals overcome identified problems and improve future performance

- It brings about time consciousness

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- It reveals the strengths and weaknesses of employees

- Staff are motivated to work hard to meet targets

In order to ascertain staff perception of how the performance management process in the hospital impacts on employee performance, respondents were asked to rate the performance management processes in the Volta Regional hospital as useful or not useful. All the one hundred respondents who indicated they took part in the performance management process stated that the process was useful. This is consistent with the views of Campbell and Garfinkel (1998) that a good performance management system facilitates effective delivery of strategic and operational goals. Respondents were then asked the reason they stated the performance management process was useful. The responses are presented in Table 12.

Table 12: Reason performance management was viewed as useful or otherwise

Reason	Frequency	Percent
Makes employee to achieve goals	60	60.0
Exposes weaknesses to be addressed	26	26.0
Provides a sense of responsibility	14	14.0
Total	100	100.0

Source: Field work, 2011

From Table 12, out of the one hundred respondents who perceived the performance management process as useful, sixty stated that it makes employees focussed to achieve goals; twenty-six indicated it exposes weaknesses that needed to be addressed. Fourteen respondents stated the

performance management process gives managers and employees a sense of responsibility.

All respondents stated that performance evaluation is a feature of the Volta Regional Hospital. The respondents were then asked how respondents were selected for the evaluation process. Table 13 presents the responses.

13: Criteria for the selection of employees for the evaluation process

Criteria	Frequency	Percent
It is compulsory for all employees	106	88.3
Self-request	12	10.0
Selected by manager	2	1.7
Total	120	100.0

Source: Field work, 2011

From Table 13, majority of respondents (88.3%) indicated that performance evaluation was compulsory for all employees. The data suggests the evaluation process is pervasive in the hospital, and that even those who were not evaluated were aware of the evaluation process.

The respondents were asked whether programs or seminars were held to educate the employees on the subject of performance evaluation. Table 14 captures the data.

Table 14: Programmes or seminars to educate employees on the subject of performance evaluation

Response	Frequency	Percent
Yes	103	85.8
No	17	14.2
Total	120	100.0

Source: Field work, 2011

From Table 14, majority of respondents (85.8%) indicated that some education was provided on the issue of performance evaluation. Respondents were then asked whether they had any reservations on the issue of evaluation process in the Government hospital in Ho. Thirty-nine (32.5%) indicated they had reservations while majority (67.5%) did not have any reservations about the evaluation process.

Respondents were also asked whether the human resource department was able to resolve the challenges of those who were unable to meet their objectives. Seventy-nine (65.8%) indicated the human resource department was able to help those who could not meet their targets while forty-one (34.2%) thought otherwise. The data is suggestive that not all employees perceive the hospital administration as helping them achieve the stated objectives of the hospital. Those who indicated the hospital helped to resolve the challenges of those who were unable to achieve their targets were asked what the hospital does to help. The responses are presented in Table 15.

Table 15: How HR department helps resolve problems

What the HR department does	Frequency	Percent
The department organises training	40	50.6
Employees are met on one-on-one	22	27.9
The challenges are resolved by training co-ordinators	17	21.5
Total	79	100.0

Source: Field work, 2011

From Table 15, forty (50.6%) of respondents who indicated hospital helped those unable to achieve their targets stated the help was provided through training. Twenty-two (27%) percent indicated employees were met one on one to resolve performance deficiencies and seventeen (21.5%) stated the performance challenges were resolved by training coordinators. The findings here are consistent with the view of Grote (1996) and Partington and Staiton (2003) that training should be a major part of the performance management process.

Challenges of performance management process

Management staff was asked to identify problems militating against the performance processes in the hospital. The challenges identified include logistics, biases in evaluation, low staff strength and the issue of transfers. Other problems identified were lack of time to set objectives with each employee, and difficulties in training both managers and appraisees.

Respondents also were asked to state three issues they were not happy about in the performance management process. The responses are captured in Table 16.

Table 16: Issues respondents were not happy with

Responses	Frequency	Percent
Lack of feedback, No monitoring, favouritism	30	25.0
Lack of education performance management, It is used to witch, resources are not available process,	30	25.5
Sabotage of subordinates, No feedback, Ignorance of purpose of process	10	8.3
No feedback, No monitoring, favouritism	10	8.3
Used by supervisors to delay the promotion, No feedback, time consuming	10	8.3
Not given enough, no feedback, favouritism	10	8.3
Used to witch hunt some employees, enough resources are not provided, lacks transparency	10	8.3
Lack of feedback, It is used for witch-hunting	10	8.3
Total	120	100.0

Source: Field work, 2011

From Table 16, thirty (25%) respondents stated that they were unhappy with the performance management process because feedback was delayed, there was no monitoring of the process and there was favouritism.

Another thirty indicated that both managers and appraisers are not exposed to education on the subject, it is used to witch-hunt subordinates, and that resources were not available for the performance management process. Ten (8.3%) stated managers used it to sabotage subordinates, no feedback is provided to the employees, and employees are not aware of purpose of the performance management process. A further ten indicated no feedback was given, many employees were not monitored during the process, and there was favouritism.

Ten respondents stated that the process was used by supervisors to delay the promotion of the subordinates, no feedback was given and the process was time consuming. Ten stated enough time was not given for the programme, no feedback was given, and there was favouritism. A further ten indicated it was used to witch hunt some employees, enough resources were not provided for the process and the process lacked transparency. Another ten indicated lack of feedback, it was used to witch-hunt employees, and the process lacked transparency as the sources of unhappiness about the performance evaluation process. The finding here is consistent with the views of Noe (2005) and Mondy et al. (1999)that feedback is a problematic component of the performance management process.

Respondents were also asked whether they were satisfied with every aspect of the performance management process in the hospital. Table 17 presents the responses.

Table 17: Satisfaction with the process of performance management in the VRH

Responses	Frequency	Percent
Yes	11	9.2
No	109	90.8
Total	120	100.0

Source: Field work, 2011

From Table 17, 109 (90.8%) of the respondents indicated they were not satisfied with every process of the performance management process while only eleven (9.2%) expressed satisfaction with the performance management process in the hospital. Respondents were also asked whether employees were given feedback on their performance. The responses are presented in Table 20.

Table 18: Feedback to employees after appraisal

Responses	Frequency	Percent
Yes	28	23.3
No	92	76.7
Total	120	100.0

Source: Field work, 2011

The data in Table 18 indicated that only twenty-eight (23.3%) were given any feedback while a large majority of ninety-two (76.7%) indicated they did not receive any feedback about their performance. This is consistent

with the views of Noe (2005) and Mondy (1999) that managers are quite reluctant to give feedback, particularly when feedback is negative.

Respondents were asked whether those with problems with their work are counselled as part of the performance management process. From Table 19, eighty-four (70%) of respondents answered in the affirmative while thirty-six (30%) indicated otherwise. The data suggests that majority of respondents had or were aware of counselling programmes to resolve work challenges.

Table 19: Provision of counselling sessions for employees

Response	Frequency	Percent
Yes	84	70.0
No	36	30.0
Total	120	100.0

Source: Field work, 2011

In order to examine the purpose of performance evaluation respondents were asked whether evaluation offers opportunities for training, promotion and salary increment. Respondents answered in the affirmative. All the respondents also stated that the hospital has a performance management system. All respondents have also undergone training or counselling programmes since their employment.

In order to examine the nature of training in the hospital, the respondents were asked how often they attended training sessions. The data of the responses is presented in Table 20.

Table 20: Number of times respondents attended training

No of times	Frequency	Percent
1—2 times	16	13.3
3—4 times	64	53.3
5—6 times	24	20.0
7—8 times	16	13.3
Total	120	100.0

Source: Field work, 2011

From Table 20, sixteen attended (13.3%) attended training once or twice. Sixty-four (53.3%) attended training three or four times while twenty-four (20%) attended five to six times. Sixteen (13.3%) attended seven to eight times.

Respondents were also asked about the venue of the training. The responses are presented in Table 21. Eighty-one (67.5%) of respondents attended their trainings at the Volta Regional Hospital, thirty-three (27.5%) had theirs at Korle Bu and Volta Regional Hospital, three (2.5%) were trained at Volta Regional Hospital and another three (2.5%) underwent the trainings at Korle Bu, Hohoe and Volta Regional Hospital at Ho. Data suggest that majority (67.5%) had their training where they work while the rest may have been training at hospitals.

Table 21: Venue of training

Venue	Frequency	Percent
Volta Regional Hospital	81	67.5
Korle Bu and Volta Regional Hospital	33	27.5
Volta Regional Hospital and Hohoe Hospital	3	2.5
Korle Bu, Hohoe and Ho hospitals	3	2.5
Total	120	100.0

Source: Field work, 2011

The respondents were also asked whether they have found their trainings to be relevant to their currents roles at the hospital. All respondents indicated that they found the training relevant. One hundred and four (86.7%) found the training very relevant while sixteen (13.3%) relevant to their roles in the hospital.

The next chapter presents a summary of the findings, draws some conclusions based on the findings and makes some recommendations.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

Introduction

This chapter presents the summary, the major findings, conclusions and recommendations of the study. The discussion starts with a presentation of the summary, followed by the conclusions and the recommendations.

Summary

The purpose of the study was to examine the performance management process in the Volta Regional Hospital at Ho. An exploratory survey was used in a case study. Eight management staff were purposively selected and directly interviewed. Questionnaires were used to collect responses from a stratified sample of one hundred and twenty staff of the hospital.

The findings of the study indicate that there is a performance management programme at place in the hospital.

- All eight top management staff and all of the employee respondents indicated there was a performance management process in the hospital.

- One hundred (83.3%) of the employees had been appraised, 53 percent were appraised once a year while 47 percent were appraised twice a year.

- Ninety-five percent of respondents discussed their performance targets, 66.7 percent had the discussions with their heads of department while 13.3 had discussions on performance targets with the human resource manager.

- Ninety-one percent of respondents who were appraised perceived the appraisal process as either effective or fair.

- Sixty-six percent of those appraised did not receive any feedback after appraisal.

- All eight top management respondents indicated evaluation would improve performance

- Majority (96.7%) of respondents viewed the performance management process of the hospital as useful.

- One hundred and six (88.3%) of respondents indicated the evaluation process was compulsory for all staff.

- One hundred and three (85.5%) of respondents reported that the hospital management organised programmes such as seminars to educate all staff on the subject of performance evaluation.

- Sixty-one (50.8%) percent of respondents reported that the human resource department organised training programmes to address challenges.

- Eighty (66.7%) of respondents indicated delayed or no feedback, fifty (41.7%) indicated favouritism and witch-hunting as the issues they were unhappy about in the performance management process.

- Only eleven (9.2%) expressed complete satisfaction with the performance management process of the hospital.

- On the issue of training:

- All the respondents had attended training sessions at least once since their employment in the hospital.

- The respondents attended the training sessions at Volta Regional Hospital, Korle Bu and Hohoe hospitals.

- All respondents found their training relevant to their current roles in the hospital.

Conclusions

The analysis and discussions point to the conclusion that there was a performance management programme in the Volta Regional Hospital. Managers and employees see the performance management process to be useful to the efficiency of the hospital. Counselling and training sessions were organised for those whose performance was not up to standard. There are however some challenges facing the performance management programme. Respondents reported lack of feed back as a major problem.

Recommendations

An efficient performance management programme helps workers understand and share in the vision of the organisation. The individual employee is helped to play their roles to the best of their abilities to make the organisation deliver its services to the customers in the most efficient manner. The Volta Regional Hospital should ensure that:

- Hospital management should take steps to provide timely feedback to employees since feedback play a major part in improving performance.

- Management involves staff in discussions over the performance management programme since majority of the respondents reported dissatisfaction with the process.

Area for further research

Although this study sought information on the perception of management and staff about the performance management system of the Hospital, it was not a key objective of the study. How staff perception of the performance management contributes to the successful achievement of the target goals could be a source of further investigation.

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APPENDIX A

QUESTIONNAIRE FOR EMPLOYEES OF VOLTA REGIONAL

HOSPITAL

This questionnaire is designed to enable me undertake a study of the management of performance in Ghana Health Service as part of the academic requirements for the award of a Master Degree in Human Resource Management. Your candid responses are kindly solicited. Your responses will be treated confidentially.

Thank you.

Instruction

Please fill in the space provide and where answers are provided, tick as appropriate.

Section A: Characteristics of respondents

1.   Sex: Male   [ ]   Female [ ]

2.   Age: (a) 21 – 30 years [ ]   (b) 31 – 40 years [ ]

(c) 41 – 50 years [   ]   (d)   51 – 60 years   [ ] (e) 61 + years [ ]3. How long have you been working in the Ghana Health Service?

4.   What is your highest educational level? (a) Middle School Leaving Certificate (MSLC)   [ ] (b) WASSSE/SSSCE [   ] (c) Certificate in Health [ ]   (d) Diploma [ ] (e) First degree [ ] (f) Second degree [ ]

5.   Do you hold any professional qualification apart from the one stated in (4) above?

Please specify ……………………………………………………..

Section B: The Performance Management System in the Volta Regional Hospital

1.   Are you aware of the performance management system in the Ghana Health Service?

(a)   Yes [ ]   (b)   No.   [ ]

2.   Have you ever been subjected to the performance management process?   Yes   [ ] No.   [ ]

3.   How often was your performance appraised?

(a) Once a year   [ ] (b) Twice a year [ ]   (c)   Other [ ]

Please specify…………………………………………………

4.   Have you ever have a discussion on the issue of your performance targets? Yes.   [ ]   No. [ ]

5.   Who did you set your performance targets with?   (a)   Head of Department   [ ]   (b)   Medical Assistant [ ]   (c)   H.R. Manager   [ ]   (d)   Other   [ ]

Please specify …………………………………………………

6.   Who appraised your performance? (a) H.O.D.   [ ]   (b) Doctor   [ ]

(c)   HR manager   [ ]   (d) Medical Assistant   [ ] (e) Colleague [

7.   How do you consider the criteria for your performance appraisal process?

(a)   Effective   [ ]   (b)   ineffective   [ ]   (c) Fair   [ ] (d) unfair [ ]

8.   Did you receive any feedback from your officers after you have been assessed?

(a)   Yes   [ ]   (b)   No.   [ ]

9.   How did you feel when provided with feedback? (a) Good   [ ]

(b) Bad   [ ]

10.   Do you think a performance evaluation system is of any use in the Ghana Health Service?

(a) Yes   [ ]   (b)   No. [ ]

11.   Give   reasons   for   your   answer   to   question10

………………………………………

12.   Do you think performance evaluation system is regular feature of the Volta Regional Hospital? (a)   Yes   [ ] (b)   No. [ ]

13.   How were employees selected for the performance evaluation process?

(a)   Self request [   ] (b)It is compulsory for every employee [   ]

(c)   Selected by Human Resource   Manager [ ]

(d)   Other, please specify …………………………………………..

14.   Are there any programmes or seminars to educate the employees on the subject?

(a) Yes [ ]   (b)   No.   [ ]

15.   Do you or any other employee have any reservations to offer on the subject?

(a) Yes   [ ]   (b)   [ ]

16.   Is the Human Resource department able to resolve the challenges of those who are unable to meet their set objectives (a) Yes [ ] (b)

No. [ ]

17.   Explain your answer to question 16…………………………………

18.   Are you satisfied with every process of the performance management in the Ghana Health Service? Yes [ ]   No [ ]

19.   State three issues which you are not happy about in the performance management process?

i. ……………………………………………………………………

ii. ……………………………………………………………………

iii. …………………………………………………………………

20. Are employees always given feedback on their performance?

(a) Yes [ ]   (b) No. [ ]

21. Are there counselling sessions for employees to help them overcome their problems?

(a) Yes [ ]   (b) No. [ ]

22. Performance evaluation offers the opportunity for training, promotion and salary increment. Is this the case in the Volta Regional Hospital?

(a) Yes [ ]   (b) No. [ ]

23. If No, what pertains in the hospital?

…………………………………………………………………………

24. Does the hospital have a performance management system policy?

(a) Yes [ ]   (b) No [ ]

27. Have you undergone any training or counselling programme since you joined the Volta Regional Hospital?

(a) Yes [ ]   (b) No. [ ]

28. If No to question 27, why not? …………………………………………

29. If yes to (27) how many times have you attended such training?

Please specify …………………………………………………………

30. Where was the training? Specify …………………………………

31. With particular reference to your current role, how would you rate the training program you attended?

(a) Irrelevant [ ]   (b) Relevant [ ]   (c) Very relevant [ ]

APPENDIX B

INTERVIEW GUIDE FOR MANAGERS

1. Do you evaluate the performance of employees working under you?

2. Why don't you evaluate the performance of employees working under you?

3. How is the management process in the hospital implemented?

4. What performance management practices do you undertake?

5. Do you think performance management will improve the performance of employees? In what way (s)?

6. Do you think performance management will improve the performance of the staff of the hospital?

7. Do you set performance targets with the employees?
    If no why not?

8. Do you review performance targets with employees? If yes, how often?

9. Does the organisation have a performance management policy?

10. Have you ever been part of an employee performance management programme?

11. Do you think a performance management system will contribute to employee efficiency and effectiveness? If yes, in what way(s)?

12. What factors would you say militate against the performance management policy of the Volta Regional Hospital? Please specify…………………………………………...

13. What role does performance evaluation play in selecting employees for promotion and training?

14.   What employee performance management programme would you

recommend for the Ho government hospital?