

UNIVERSITY OF CAPE COAST

PERFORMANCE APPRAISAL SYSTEM AND ATTAINMENT OF  
PEFORMANCE TARGETS AT THE CAPE COAST TEACHING HOSPITAL

BY

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Management

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## DECLARATION

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

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

Name: Nancy Waley

### **Supervisor's Declaration**

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

Supervisor's Signature.....Date.....

Name: Dr. Felix Kwame Opoku

## ABSTRACT

The purpose of the study sought to examine the relationship between performance appraisal system and attainment of performance targets at Cape Coast Teaching Hospital, Central Region. To achieve the main purpose the following specific objectives were pursued: assess the performance appraisal practices of Cape Coast Teaching Hospital, examine the performance targets of Cape Coast Teaching Hospital and to examine the relationship between performance appraisal practices and performance targets. The study adopted a quantitative approach and the design was descriptive and correlational design. Out of a population of 230 respondents, 144 respondents were randomly selected to participate in the study using Krejcie and Morgan's 1970 sample size determination formula. The Research instrument used was questionnaire and the findings were that the teaching hospital adopts variety of methods in appraising the performance of employees including job results/outcome, essay method, forced distribution, graphic rating scale, and behavioural checklist. It was also found that, the teaching hospital has varieties of goals including provision of health at an absolute level, minimized inequitable disparities in health, responsiveness and people centeredness and financial risk protection in health. The study further found that a statistically significant moderate correlation was between performance appraisal practices and performance targets at Cape Coast Teaching Hospital. The study concluded that performance appraisal practices was a contributor to the attainment of performance targets. It was recommended that performance appraisal is a means not an end. And as means human resource development would be better off if performance appraisal is genuinely conducted.

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DEDICATION

To my husband Mr. Patrick Atta Annan

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## CHAPTER ONE

### INTRODUCTION

Chapter one outlines the background, problem statement, purpose and objectives of the study. The chapter continues by highlighting the research questions, significant, scope and the organisation of the study.

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

The success of any organisation depends on the quality and characteristics of its employees. The employees become a significant factor in any organisation since they are the heart of the company. Organisations simply cannot achieve their goals and objectives without them (Katzenbach & Smith, 2015). However, it is a fact that any employee for that matter needs something to induce him or to look forward to so that he is motivated to work at the best interest of the company. This indeed was indicative of the more strategic approach to Human Resource Management (HRM) policies which sought to connect the aims of the organisation to the performance of the individual. The organisation's key aims, goals and objectives become an embedded part of the process in the performance management and communicated through the performance appraisal process. (Katzenbach & Smith, 2015).

Lawrie (2010) defined the performance appraisal as a more limited approach which involves managers making top-down assessment and rating the performance of their subordinates at an annual performance appraisal meeting. Likewise, Ondoro (2011) said that important changes relating to age discrimination in UK employment law became effective in October 2006, with

implications for all types of appraisals and job performance and suitability assessment. Ensure training and materials for appraisals reflect current employment law. It's helpful to understand these recent laws also if you (young or old) are being appraised. The UK (consistent with Europe) Employment Equality (Age) Regulations 2006, effective from 1st October 2006, make it unlawful to discriminate against anyone on the grounds of age. This has several implications for performance appraisals, documents used, and the training of people who conduct staff appraisals.

Sitzmann and Johnson (2012) describe the role of the performance appraisal as a tool for looking forward to what need to be done by people in the organisation in order to achieve the purpose of the job to meet new challenges. Better use of technology skills and attributes (Vijayashree & Jagdishchandra, 2011) in addition will develop both organisational and individual capabilities and reach agreement on areas where performance needs on the effectiveness of its employee generating information which influences many of the organisations decision. Annual performance appraisals enable management gauge and monitor whether institutional standards, expectations and objectives, and delegation of responsibilities and tasks are achieved. Staff performance appraisals also establish individual training needs and enable organisation to identify training needs analysis and planning.

Normally, performance appraisal has been restricted to a feedback process between employees and supervisors. However, with the increased focus on teamwork, employee development, and customer service, the emphasis has shifted

to employee feedback from the full circle of sources depicted in the multiple-input approach to performance feedback is sometimes called “360-degree assessment” (Gregory, Beck & Carr, 2011). Organisations usually have annual performance reviews with the supervisor providing comments on employee’s performance. However, leading Indian companies are adopting a very progressive approach to performance management by adopting a 360-degree approach or management by objectives (MBO). Vijayashree and Jagdishchandra (2011) also said that performance appraisal system helps an employee discover his strengths and weaknesses and would help him in decision making about his career choices.

The importance of performance appraisal in contemporary business organisations cannot be overemphasized. Some view it as potentially “the most crucial aspect of organisational life” (Lawrie, 2010). Performance appraisal has increasingly become an integral part of the human resource function of any profit - making organisation. Performance appraisal when practiced effectively, to a larger extent can contribute to growth of an organisation. According to Macmillan English Dictionary for Advanced Learners (2012), "growth is an increase in the success of a business or a country's economy or in the amount of money invested in them". Any profit-making organisation will seek to achieve growth in terms of sales, profit or expansion through performance.

Growth has been ingrained in Americans as "the path of success". Organisational growth cannot be a reality if the performance of its workers is not appraised for an improvement or reinforcement of performance. According to Donegan (2002), "success will to a larger extent depend on the organisation's

ability to evaluate progress and also hold accountable those charged with executing certain tasks". This is exactly what performance appraisal seeks to do. It aims at evaluating the performance of the worker against standard set thereby taking corrective actions if necessary. In many organisations performance appraisal is used for the purpose of administering wages and salaries after feedback had been given to the worker. The appraisal also helps management to identify individual employee's strength and weakness. The latter will lead to training and other measures to correct inefficiencies.

Performance appraisal may be viewed as an overall measure of organisational effectiveness. Organisational objectives are met through the efforts of individual employees. Teaching employees how to do their jobs and evaluating their performances are strategic human resource function and for that matter should not be relegated to the background. Maximizing performance is a priority for most organisation today. Mathis (2004). It is then obvious that performance appraisal as a management tool is cardinal to contributing to organisational success. If employee performance is improved, the organisation raises its performance in terms of meeting its objectives. On the other hand, if employee performance is not improved it adversely affects performance hence organisational productivity.

Performance appraisal cannot exist independently. It needs to be closely linked to set standards by managers and supervisors. This will in the end have direct effect on the main goal of the organisation. There is the need therefore to have a well-defined appraisal system in organisations to enable management

know how well individual workers are performing on their job and if there is the need to improve performance or reward performance. Globally, performance appraisal is used and this has led most organisations to spend quality time in conducting performance appraisal. According to Augier and Teece (2009), 350 organisations have a formal appraisal system for senior management, compared with 251 organisations for middle management, 189 for clerical staff, and 92 for manual, unskilled and semi-skilled workers.

Over a quarter of the respondent organisations carried out no appraisal at all. It is interesting to note that 140 organisations said that they had increased the time that they spent on appraisal over the previous three years, compared with 112 organisations that spent the same amount of time, and only 29 organisations where the time spent had decreased. In my understanding, it points out to the fact that many organisations in the world today had realized the tremendous need for performance appraisal systems. If it is done well could yield the desired results for the organisation.

It is a well-known fact that the growth and success of an organisation to a very large extent depends on the performance of its employees which could be measured by performance appraisal. It could therefore be said that performance appraisal is a key element in today's competitive era of business in which The Cape Coast Teaching Hospital is not left out. Performance of The Cape Coast Teaching Hospital workers at the various levels are very important and contribute to achieving the goals of the Hospital. The Cape Coast Teaching Hospital therefore expects every worker to contribute towards the achievement of its goals.

This is evident by management showing much commitment in the use of performance appraisal by putting in place mechanisms for instance logistical support and time to ensure the success of the scheme.

Additionally, the Hospital organizes training programs for employees who are under-performing to correct deficiencies after being appraised. This goes a long way to improve the skills, knowledge and competences of employees to perform their task effectively and efficiently. Before the process commences, appraisals forms are distributed to the various departmental heads for assessment or evaluation of subordinates. The completed forms are submitted back to the human resource department for final review and decision making. Just as any other organisation, it is important to note that health facilities worldwide aim at efficiency and as a result of the role performance appraisal plays in organisations, the researcher attempted to find out how management uses performance appraisal as a management tool to assess and improve the performance of its workers thereby contributing to the productivity,

### **Statement of the Problem**

Effective performance appraisal system has played significant roles in organisational productivity. However, it is pathetic to note that most organisations have not been practicing a sustainable performance appraisal system to enhance efficiency (Augier & Teece, 2009). Some organisations though invest so much in other factors of production such as machinery, information technology, funds etc but unfortunately place little value on manpower (Azarhoushang, Bramucci, Herr & Ruoff, 2015). In this regard, little attention is directed to improving the human



capital which is the anchor of every organisational success story. Improving manpower requires that performance appraisal becomes an essential tool to assess the individual employee and should be based on consistent feedback such that an appropriate reward system could be ascribed or measures for correction could be put in place.

The little attention directed towards employees had further resulted in ripple effects of poor performance, low morale and lack of discipline in the service vis-a-vis the theories on performance appraisal. Given the challenges earlier enumerated to be facing employees in Ghana Health Service, particularly employees of Cape Coast Teaching Hospital in the Central Region, performance appraisal offers a valuable opportunity to recognize and reward employees' efforts and performance, detect key barriers and identify professional developmental needs and opportunities. It provides valuable feedback and instruction to employees and gives managers and supervisors a useful framework from which to assess the employees' staff's performances.

However, it is pitiful to note that most organisations have not been practicing a sustainable performance appraisal system to enhance efficiency (Lawrie, 2010). Some organisations though invest so much in other factors of production such as machinery, information technology, funds etc. but unfortunately place little value on manpower. In this regard, little attention is directed to improving the human capital which is the anchor of every organisational success story. Lack of performance appraisal system in most organisations unfortunately makes assessment of individual employee extremely

difficult. This makes most organisational targets not to be periodically achieved hence lack of direction and low productivity. In this regard therefore, it is imperative that a consensus effort is made by every organisation to have a performance appraisal policy in order to 'evaluate the performance of individual employees in conformity with the overall objective of the organisation.

### **Purpose of the Study**

The study seeks to examine the relationship between performance appraisal system and attaining organisational goals at Cape Coast Teaching Hospital, Central Region.

### **Objectives of the Study**

For the purpose of the study to be achieved, the specific objectives of the study were formulated:

1. to assess the performance appraisal practices of Cape Coast Teaching Hospital.
2. to examine the various targets of Cape Coast Teaching Hospital.
3. to examine the relationship between performance appraisal practices and organisational targets at Cape Coast Teaching Hospital.

### **Research Questions**

In the light of the stated objectives, the following research questions were addressed:

1. What is the performance appraisal practices of the teaching hospitals?
2. What are the targets of Teaching hospitals in Ghana?

3. What is the relationship between performance appraisal and the attainment of organisational goals of Cape Coast Teaching Hospital at

### **Significance of the Study**

This study would bring to light employees understanding and appreciation of the performance appraisal system and the relevance of an objective, systematic and effective performance appraisal. Also, it would contribute to knowledge and literature because it would focus on how performance appraisal can be more effective which would enable management to develop a broader understanding of human resource management process. This study may also be useful to people who are interested in the study of performance appraisal. Furthermore, the study offers information and recommendations on best performance appraisal practices at Cape Coast Teaching Hospital. The study will therefore contribute to the growth and development of Cape Coast Teaching Hospital and the national economy when the recommendations of the study are implemented. The study focused mainly on the performance appraisal methods used in the Cape Coast Teaching Hospital.

### **Delimitation**

The study sought to analyse the relationship between performance appraisal system and attaining organisational targets at Cape Coast Teaching Hospital, Central Region. In this study, Cape Coast Teaching Hospital in central region was chosen for this study and other institutions with similar characteristics were excluded but can make use of the findings and recommendations. Cape

Coast Teaching Hospital was chosen for the study due large number of clients that report to the healthcare center. Hence employees' performance needed to be appraisal so that the overall targets of the healthcare can be achieved.

### **Limitation of the Study**

It would have been prudent to conduct the survey nationwide and in all locations where there is a teaching hospital instead of concentrating only on the Cape Coast Teaching Hospital. This stems from the fact that there is resource constraint and this makes it impossible for the study to be conducted in all teaching hospitals in the country. As such, the findings of this study cannot be generalized to the whole country at large.

### **Organisation of the Study**

The work is organized into five different chapters. The first chapter provided the primary introduction of this study. It proposed the extensive construction inherent in this study, it thus provided adequate background of information to allow the reader understand the reason behind the study and what we intend to accomplish by undertaking the study. The chapter gave an overview of the whole study. Chapter two of the work reviewed earlier research related to the research topic with specific reference to the research objectives. It presented extracts from books, journals and collected works that are helpful in carrying out this work and justifying key conclusions and recommendations.

Chapter three provided details of how data was collected, organized and analyzed. It suggested the varied techniques and tools used to collect and analyze

data to gain valid results. Chapter four provided research results and discussion obtain through the methodology outlined in chapter three. The final chapter provided a summary of findings, conclusions from the study and recommendations for users of the research.

## CHAPTER TWO

### LITERATURE REVIEW

#### **Introduction**

The purpose of this chapter is to undertake both theoretical and empirical review of literature that relates to the topic. It examines the theories underlying the study and covers thematic areas such as the concepts of goals, performance, performance appraisals and related issues. The chapter further covers the relationship between performance appraisal and goal accomplishment in an empirical studies and a conceptual framework.

#### **Theories Underpinning the Study**

Goal setting theory was the main theory that underpinned the study. The control theory was used as a supplement theory.

#### **Goal Setting Theory**

The goal setting theory underlines the study. The goal setting theory proposed by Edwin Locke (1968) suggest that the individual goals established by an employee play an important role in motivating him for superior performance. This is because the employees keep following their goals. If these goals are not achieved, they either improve their performance or modify the goals and make them more realistic. In case the performance improves, it will result in achievement of the performance of the overall organisation. According to Edwin Locke and Gary Latham (1990), leaders in the goal setting theory and research

have incorporated nearly 400 studies about goals into a theory of goal setting and task performance.

According to the theory, there appear to be two cognitive determinants of behaviour: values and intentions (goals). A goal is defined simply as what the individual is consciously trying to do. Locke and Latham postulate that the form in which one experiences one's value judgments is emotional. That is, one's values create a desire to do things consistent with them. Goals also affect behaviour (job performance) through other mechanisms. For Locke and Latham, goals, therefore, direct attention and action. Furthermore, challenging goals mobilize energy, lead to higher effort, and increase persistent effort. Goals motivate people to develop strategies that will enable them to perform at the required goal levels. Finally, accomplishing the goal can lead to satisfaction and further motivation, or frustration and lower motivation if the goal is not accomplished.

A key ingredient for effectively coaching employees is the prudent use of goal setting. The prime axiom of goal setting theory is that specific, difficult goals lead to higher performance than when people strive to simply do their best (Locke & Latham, 1990). The performance benefits of challenging, specific goals have been demonstrated in hundreds of laboratory and field studies. (Locke & Latham, 1990, 2002). Such goals positively affect the performance of individuals (Baum & Locke, 2004), groups (Kleingeld, van Mierlo & Arends, 2011), organisational units (Bipp & Kleingeld, 2011) as well as entire organisation (Baum, Locke & Smith, 2001).

By providing direction and a standard against which progress can be monitor, challenging goals can enable people to guide and refine their performance. It is well documented in the scholarly (Locke & Latham, 2002) and practitioner (Latham, 2004) literature that specific goals can boost motivation and performance by leading people to focus their attention on specific objectives. Through such motivational processes, challenging goals often lead to valuation of rewards such as recognition, promotions and /or increases income from one's work (Latham & Locke, 2006). Working to attain valued goals relieves boredom by imbuing work with a greater sense of purpose. Even though setting high goals sets the bar higher to obtain self-satisfaction, attaining goals creates a heightened sense of efficacy (personal effectiveness), self, satisfaction, positive affect and a sense of wellbeing especially when the goals affects organisational citizenship behavior (Mackenzie, 2006).

Specific challenging goals do not however necessarily lead to such desirable personal and organisational outcome. Rather, the results from the goal setting and organisational outcomes depend critically on issues pertaining to goal commitment, task complexity, goal framing, team goals and feedback. Locke and Lathan (2002) suggest that two key categories of approaches for building goal commitment are to increase goal importance, including the desirability of the outcomes people expect from the working to attain their goals, and also to foster self-efficacy, that is, people belief that they can attain the goal.

There are at least five ways to convince people that goal attainment is worthwhile. These include first, eliciting a public commitment, second,



communicating an inspiring vision, third, using an empathy box analysis (Latham, 2011) to understand and alter the perceived consequence of goal commitment, fourth, providing financial incentives for goal attainment and finally expressing confidence that the goal will be achieved. Although the principle of goal setting enunciated by Edwin Locke in 1968 (Parry, Carson-Stevens, Luff, McPherson & Goldmann, 2013) was not fully embraced by theorist like Edward Deming who espoused total quality management (TQM) concept more than five decades ago.

The acceptance and dependence by organisations of the goal setting is still valid and real as both historical and contemporary research support the finding that goals improve productivity. The essence of this argument is also highlighted by the findings of Bipp and Kleingeld (2011), that goal setting within performance appraisal has been associated with greater appraisal satisfaction. Higher job satisfaction and increased performance. Further research findings by Teo and Low (2016) also supported the argument that employee effectiveness, manifested in increased productivity is a consequence of goal setting procedure.

The use of the goal setting theory as a motivational technique for enhancing organisational productivity and employee performance has become very common in achievement of goals. The acceptance and application of the goal setting theory in these fields is derived from the assumption that each time employees are given cognitive challenge, they typically will work to meet that challenge (Locke & Latham, 2002). Known to be a well-established theory of motivation, the goal setting theory has been widely applied in organisational practice across the following studies. (Kleingeld, Heleen & Arends, 2011); effect

of goal difficulty and positive reinforcement on endurance performance (Weinberg, Bruya, Garland & Jackson, 1990); new developments in goal setting and task performance (Locke & Latham, 2013); New directions in goal setting theory (Locke & Latham, 2013); and goal setting in theory and practice (Yearta, Maitlis, & Briner, 1995). Across these numerous studies, specific goals have raised performance levels, and individuals with specific goals have shown higher performance than those with vague goals.

Inferring from the theory, it could be said that the individual and organisation goals established play an important role in motivating for superior performance. This is because the employees keep following their goals. If these goals are not achieved, they either improve their performance or modify the goals and make them more realistic. The theory emphasizes the important relationship between goals and performance and it can be predicted that the most effective performance seems to result when goals are specific and challenging and can be used to evaluate performance and linked to feedback on results, and create commitment and acceptance. Managers widely accept goal setting as a means to improve and sustain performance.

### **Control Theory**

The control theory originated with Norbet Wiener's 1948 Cybernetics, but has been around dating back to Plato. Initially this theory was applied to physical systems; however, it can also be applied to human behaviour. This theory connects multiple disciplines such as anthropology, biology, electrical engineering, mathematics, neurophysiology, and psychology. It is able to link

these fields together by describing how separate systems are able to function as a whole (Ondoro, 2016). Control theory has shown multiple applications in the workplace. To increase employee performance, managers need to ensure that employees have specific and challenging goals which result in better performance than ambiguous goals. Ambiguous goals such as “do your best” or “try harder” provide no good comparative standard and direct feedback (Sitzmann & Johnson, 2012).

Without a specific standard and clear feedback, an employee will not be able to recognize errors and then will not engage in behaviour changes that improve performance. Theoretical statements by Lord and Hanges (1987) and by Carver, Scheier and Weintraub (1989) suggest that supervision in the workplace can be analysed as a control system made up of supervisors and subordinates. Management by Objectives (MBO) programs can also utilize control theory to describe and organize the feedback loop between managers, their subordinates, and the tasks they are accomplishing as a team, as that team is a social network (Vijayashree & Jagdishchandra, 2011). Therefore, you will see the control theory applied in areas of evaluation, weekly check-ins, and team meetings (Carver & Scheier, 2012).

Workplace applications of control theory also arise when focusing on other control mechanisms that may factor into the “system” such as social control, social climate, and performance appraisal (Gregory, Beck & Carr, 2011). Control theory has also been used in human resource management where they use behaviour control, output controls, and input controls to affect behaviour and

work performance. The relevance of this theory to the research study is that it explains the importance of feedback on worker's performance and also centres on feedback as a determinant of behaviour and this theory also relates to the role of feedback on employee's performance when people receive feedback on their behaviour, they are aware of the difference or divergence between their actual performance and expected performance, and then take corrective action where necessary. Thus, feedback mechanism is essential in performance appraisal.

### **Conceptual Review**

The concept of appraisal, performance appraisal, performance appraisal methods and organisational targets were reviewed.

### **Concept of Performance Appraisal**

The term appraisal can mean different things in different situations. **Verma and Mahajan (2015)** highlight formal and informal approaches which may have a multiplicity of purposes, including: evaluation, auditing, succession planning, training, controlling, development and motivation. An appraisal reflects the whole of the scope of work and addresses the principles and values set in the framework or scope (Sala, Ciuffo & Nijkamp, 2015). Appraisals regularly record an assessment of an employee's performance, potential and development needs. The appraisal is an opportunity to take an overall view of work content, loads and volume, to look back on what has been achieved during the reporting period and agree objectives for the next (Kamauff, 2009).

Bryman (2004), have investigated the use of evaluative and developmental approaches to appraisal in different sectors. Developmental appraisals focus on both training to address short-term issues and on long-term career needs. In contrast, the evaluative approach focuses on managerial control and judgment. Fletcher and Bailey (2003) discuss a range of methods of appraisal, from managerially defined behavioural traits and performance criteria, measurement against achievement of objectives, to the inclusion of other parties sometimes with more qualitative measures, such as peer and in 360-degree appraisal. Jiang, Klein, Wu and Liang (2009) describe as a live debate and one which is of relevance in the changing world of academia, the extent to which managers use appraisal for managerial purposes, and the extent to which individual employees can use appraisal for their own benefit.

The history of performance appraisal is quite brief and its roots can be traced in the early 20th century to Taylor's pioneering time and motion studies. The practice of performance appraisal system started mainly in the 1940s and with the help of this system, merit rating was used for the first time near the Second World War as a method of justifying an employee's wages (Lillian, Mathooko & Sitati, 2011). During 1950's, great interest developed in the performance appraisal of technical, professional & managerial personnel. It was recognized that appraisal, on systematic basis, was an integral part of a well-designed development programs. Yan, O'Brien, Hong, Feng, Gunay, Tahmasebi and Mahdavi (2015) indicated that performance appraisal system measures

usually include both behaviours (what an employee does) and results (the outcomes of an employee's behaviour).

In order to realize the purpose of performance appraisal, organisations should carefully design appraisal system and implement accordingly. According to Berrone, Cruz and Gomez-Mejia (2012), different steps are followed in appraisal process. The first step in the performance appraisal process is identifying what is to be measured. This process seems fairly simple at first glance, in practice, however, it can be quite complicated. If a significant dimension is missed, employee morale is likely to suffer because employee who do well on that dimension is missed, employee will not be recognized or rewarded. He goes on saying if an irrelevant or trivial dimension is included, employees may perceive the whole appraisal process as meaningless.

The term performance appraisal is concerned with the process of valuing a person's worth to an organisation with a view to increasing it (Hoffman, Bynum, Piccolo & Sutton, 2011). Performance appraisal is a universal phenomenon in which the organisation is making judgment about one is working with and about oneself. It serves as a basic element of effective work performance. Performance appraisal is essential for the effective management and evaluation of staff. It aims to improve the organisational performance as well as individual development (Engle, Dowling & Festing, 2008). An organisation engages a person for the purpose of employing his skills to achieve certain goals and objectives. Every so often, the employer needs to take stock and determine the value of each employee, his potential, and what his future in the company is likely to be.

Performance appraisal is related with the comparison of predetermined goals and objectives with the actual output of the employees (Palaiologos, Papazekos & Panayotopoulou, 2011). If company is able to achieve the desired results of the organisation it shows that employees are achieving their objectives optimally otherwise there is the possibility of some underperformed employees, which are not able to achieve their targets (Stredwick, 2000). According to Rummler and Brache (2012) performance appraisal is a strategic and integrated approach towards the performance of individuals and teams who are delivering their best for the success of the organisation. Performance appraisal is the continuous process of monitoring that the organisational goals are achieved in an efficient and effective way (Armstrong & Taylor, 2014).

According to **Werner and DeSimone (2011)** performance appraisal is the vital factor for the success of an organisation because in the current world, human resources are considering to be one of the essential factors for an organisation. Employees should know from the start of the year that what their desired goals, objectives and targets are so that during the year they can put his efforts in the right direction for the achievement of the goals. All the employees should know that at the end of the year their supervisors are going to check their performance by comparing the actual results with the desired results and on the basis of this they can be judged as the over performed, satisfactory or underperformed worker (Bernardin & Wiatrowski, 2013). In the same manner Budworth, Latham and Manroop (2015) iterate that employees should also know that their pay and package is dependent upon their performance and the employees who are

performing well in the current year they get high pay rise after their performance appraisal.

The most known purpose of performance appraisal is to improve performance of individuals (Qureshi, Iftikhar, Abbas, Hassan, Khan & Zaman, 2013). Performance appraisal has basically two important purposes, from an organisational point of view it is the maintenance of organisational control and the measurement of the efficiency with which the organisations human resources are being utilized (Zakaria, 2012). But, there are also a variety of other declared purposes and desired benefits for appraisal, including: Improving motivation and morale of the employees, clarifying the expectations and reducing the ambiguity about performance, determining rewards, identifying training and development opportunities, improving communication, selecting people for promotion, managing career growths, counselling, discipline, planning remedial actions and setting goals and targets.(Bernardin & Wiatrowski, 2013; Kuvaas, 2011; Chiang & Birtch, 2010).

However, according to Kozica and Brandl (2015), there is rise in more hard and judgmental forms of performance appraisal than softer and developmental approaches. Therefore, there has been a shift in performance appraisal away from using it for career planning and identifying future potential and increased use of it for improving current performance and allocating rewards. Performance appraisal can be used as an effective tool to improve employees' job performance by identifying strengths and weaknesses of the employees and



determining how their strengths can be best utilized within the organisation and overcome weakness over the period of time (Aguinis, Gottfredson & Joo, 2012).

Phillips (2012) said that performance appraisal plans are designed to meet three needs, one of the organisations and one two for the individual: The following are his ideas about performance appraisal. Firstly, performance appraisal provides systematic verdict to back up salary increases, promotions, transfers, demotions or terminations. Secondly, performance appraisal forms a means of telling subordinate how he is doing, how his performance is towards the organisation and suggesting the changes in his behaviour, attitudes, skills or job knowledge improvements, they let him know "where he stands" with the boss. Thirdly, performance appraisal is increasingly being used as a basis for coaching and counselling of the individual by the superior.

Similarly, Cleveland, Murphy and William (2015) studied how performance appraisal is used in organisation. They compared 'between individual' and 'within-individual' performances. The 'between individual' performances were able to provide information to make decisions regarding promotion, retention and salary issues. The 'within individual' performances were useful in identifying the training and development needs which includes performance feedback, identifying the strengths and weaknesses of employees as well as determining transfers. Another use of performance appraisal was found out through this study was that of 'system maintenance' which was used to identify the organisational goals and objectives, to analyse the organisational training needs and to improve the personnel planning system of the organisation.

Finally, documentation purposes are to meet the legal requirements by documenting personnel decisions and conducting validation research on the performance appraisal tools.

Qureshi and Hassan (2013) conducted a postal survey of 250 West Midland companies, where the organisations were asked questions pertaining to the use of performance appraisal in the organisation. These questions included the perceived function of performance appraisal in the management of work, its strengths and weaknesses, the role of commitment in the management of work. Through their survey they found out that performance appraisal was beneficial in the following ways: 1) PA was beneficial in developing the communication between employer and employee, 2) It was useful in defining performance expectations and 3) Identification of training needs.

Performance appraisal provides employees with useful feedback which they can apply to improve their performance (Ahmed, Ramzan, Mohammad & Islam, 2011). The feedback includes suggestions to change and encouragement. Performance appraisal system has a significant impact on the employee perception of justice which affects the attitudes and behaviour of the employee thus will influence the performance of the organisation (Ahmed, Ramzan, Mohammad & Islam, 2011). Akinbowale, Lourens and Jinabhai (2013) surmise that the adequate performance of employee's based on performance appraisal policy will result in improvement in employee performance. Feedback, particularly on interpersonal (supervisor-subordinate) basis will be found to be

useful and highly effective in motivating employees to improve their performance.

Gargiulo, Ertug and Galunic (2009) opined that the three main functional areas of performance appraisal systems are administrative, informative and motivational. Appraisals affect administration in that it serves the role of facilitating an orderly means of determining salary increases and other rewards, and of delegating authority and responsibility to the most capable individuals. The informative function is fulfilled when the appraisal system supplies data to managers and appraises about individual strengths and weaknesses. The motivational role involves creating a learning experience that motivates workers to improve their performance. Performance appraisals help employees and managers establish goals for the period before the next appraisal.

Gruman and Saks (2011) opines that through performance appraisal, regular feedback is given regarding the employee's past and present performance to ensure an improvement in employee performance. Bolino and Turnley (2003) indicated that performance appraisal has a positive and negative impact. Employees who receive a good score on his/her appraisal are generally motivated to perform well and maintain his/her performance. Positive feedback on appraisals gives employee a feeling of worth and value, especially when accompanied by salary increases. Negative feedback in the form of a poor score leads to a loss of motivation in the workplace which can affect an employee's performance (Cook & Crossman, 2004).

Performance appraisal takes into account the past performance of the employees and focuses on the improvement of the future performance of the employees. Once a year overview, every company give the appraisal and HR need to give Self Appraisal form to employees, HR need to conduct meeting to review performance of employees.

### **Performance Appraisal Methods**

There are many types of performance appraisal methods. Some of them are

*Job results* though not an appraisal method per se, are in themselves a source of data that can be used to appraise performance (Bernardin & Wiatrowski, 2013). Typically, an employee's results are compared against some objective standard of performance. This standard can be absolute or relative to the performance of others. Results indexes are often used for appraisal purposes if an employee's job has measurable results. Examples of job results indexes are dollar volume of sales, amount of scrap, and quantity and quality of services produced. When such quantitative results are not available, evaluators tend to use appraisal forms based on employee behaviours and/or personal characteristics. In some cases, appraisals may focus on results rather than behaviours (Pichler, 2012). This is especially true where job content is highly variable, as in many managerial positions, thus making it difficult to specify appropriate behaviours for evaluative purposes. Results indexes such as turnover, absenteeism, grievances, profitability, and production rates can be used to evaluate the performance of organisation units.

The *essay method* involves an evaluator's written report appraising an employee's performance, usually in terms of job behaviours and/or results (Dusterhoff, Cunningham & MacGregor, 2014). The subject of an essay appraisal is often justification of pay, promotion, or termination decisions, but essays can be used for developmental purposes as well. Since essay appraisals are to a large extent unstructured and open-ended, lack of standardization is a major problem. The open-ended, unstructured nature of the essay appraisal makes it highly susceptible to evaluator bias, which may in some cases be discriminatory. By not having to report on all job-related behaviours or results, an evaluator may simply comment on those that reflect favorably or unfavorably on an employee. This does not usually represent a true picture of the employee or the job, and content validity of the method suffers.

*Ranking methods* compare one employee to another, resulting in an ordering of employees in relation to one another. Rankings often result in overall assessments of employees, rather than in specific judgments about a number of job components. Straight ranking requires an evaluator to order a group of employees from best to worst overall or from most effective to least effective in terms of a certain criterion. Alternative ranking makes the same demand, but the ranking process must be done in a specified manner (for example, by first selecting the best employee in a group, then the worst, then the second-best, then the second-worst, etc.). Comparative evaluation systems such as ranking are rarely popular. No matter how close a group of employees is in the level of their performance, and no matter how well they perform on the job, some will rank

high and some will end up at the bottom. Evaluators are often reluctant to make such discriminations. Also, rankings are unable to compare employees across different groups.

*Forced distribution* is a form of comparative evaluation in which an evaluator rates subordinates according to a specified distribution (Jacobs, 2015). Unlike ranking methods, forced distribution is frequently applied to several rather than only one component of job performance. Use of the forced distribution method is demonstrated by a manager who is told that he or she must rate subordinates according to the following distribution: 10 percent low; 20 percent below average; 40 percent average; 20 percent above average; and 10 percent high. In a group of 20 employees, two would have to be placed in the low category, four in the below-average category, eight in the average, four above average, and two would be placed in the highest category.

The proportions of forced distribution can vary. For example, a supervisor could be required to place employees into top, middle, and bottom thirds of a distribution. Forced distribution is primarily used to eliminate rating errors such as leniency and central tendency, but the method itself can cause rating errors because it forces discriminations between employees even where job performance is quite similar (Bernardin & Wiatrowski, 2013). For example, even if all employees in a unit are doing a good job, the forced distribution approach dictates that a certain number be placed at the bottom of a graded continuum. For this reason, raters and ratees do not readily accept this method, especially in small groups or when group members are all of high ability.

*Graphic rating scales* are one of the most common methods of performance appraisal. Graphic rating scales require an evaluator to indicate on a scale the degree to which an employee demonstrates a particular trait, behaviour, or performance result (Consolata, Madegwa, Otiso & Yatundu, 2015). Rating forms are composed of a number of scales, each relating to a certain job or performance-related dimension, such as job knowledge, responsibility, or quality of work (Bernardin, 2015). Each scale is a continuum of scale points, or anchors, which range from high to low, from good to poor, from most to least effective, and so forth. Scales typically have from five to seven points, though they can have more or less. Graphic rating scales may or may not define their scale points.

*Mixed standard scales* are a relatively recent innovation in rating scales. They contain statements representing good, average, and poor performance based on behavioural examples obtained from knowledgeable persons, usually supervisors. An evaluator's task is to indicate whether an employee either fits the statement, is better than the statement, or worse than the statement. In a mixed standard scale, each performance dimension has three statements relating to it: one illustrating good performance, one average, and one poor (Consolata, Madegwa, Otiso & Yatundu, 2015). Thus, this mixed standard scale has nine statements, three for each of the three dimensions used. Statements in mixed standard scales are randomly mixed, tending to reduce rater errors by making it less obvious which statements reflect effective or ineffective performance (Bernardin, 2015).

A *behavioural checklist* is a rating form containing statements describing both effective and ineffective job behaviours (Deepa, Palaniswamy & Kuppusamy, 2014). These behaviours relate to a number of behavioural dimensions determined to be relevant to the job. Behavioural checklists are well suited to employee development because they focus on behaviours and results, and use absolute rather comparative standards. An advantage of behavioural checklists is that evaluators are asked to describe rather than evaluate a subordinate's behaviour. For this reason, behavioural checklists may meet with less evaluator resistance than some other methods. An obvious disadvantage of behavioural checklists is that much time and money must be invested to construct the instrument.

*Behaviourally Anchored Rating Scales* (BARS) are rating scales whose scale points are defined by statements of effective and ineffective behaviours (Tuytens & Devos, 2012). They are said to be behaviourally anchored in that the scales represent a continuum of descriptive statements of behaviours ranging from least to most effective. An evaluator must indicate which behaviour on each scale best describes an employee's performance. BARS differ from other rating scales in that scale points are specifically defined behaviours. Also, BARS are constructed by the evaluators who will use them.

*Management by Objectives* (MBO) involves setting specific measurable goals with each employee and then periodically discussing his/her progress toward these goals (Bednall, Sanders & Runhaar, 2014). The term MBO almost always refers to a comprehensive organisation-wide goal setting and appraisal



program that consist of six main steps: set the organisation's goals. Establish organisation-wide plan for next year and set goals, set departmental goals. Here department heads and their superiors jointly set goals for their departments, discuss and allocate department goals. According to Farndale and Kelliher (2013) department heads discuss the department's goals with all subordinates in the department (often at a department-wide meeting) and ask them to develop their own individual goals; in other words, how can each employee contribute to the department's attaining its goals, define expected results (set individual goals). Here, department heads and their subordinates set short-term performance targets. Performance review and measure the results. Department heads compare actual performance for each employee with expected results. Provide feedback. Department heads hold periodic performance review meetings with subordinates to discuss and evaluate progress in achieving expected results.

*Critical incident method* is a method in which the manager writes down positive and negative performance behaviour of employees throughout the performance period (Peretz & Fried, 2012). *Paired comparison analysis* is a good way of weighing up the relative importance of options. A range of plausible options is listed. Each option is compared against each of the other options. The results are tallied and the option with the highest score is the preferred option. *360-degree performance appraisal* is a system or process in which employees receive confidential, anonymous feedback from the people who work around them (Espinilla, Andrés, Martínez & Martínez, 2013).

## Concept of Goals

Almost every cognitive task situation poses a set of requirements for those who seek to successfully complete the task (Locke & Latham, 2013). The set of task requirements, in this regard, may be conceptualized as goals that individuals strive to reach. Goals are the future valued outcomes that individuals seek to accomplish (Opoku, 2011). They are the object of human behaviour, and are similar in meaning to the concepts of purpose and intent (Locke, 2009). Goals may be used in place of other concepts, such as, performance standards (a measuring rod for evaluating performance), quota (a minimum amount of work or production), work norm (a standard of acceptable behaviour defined by a work group), task (a piece of work to be accomplished), objective (the ultimate aim of an action or series of actions), deadline (a time limit for completing a task), and budget (a spending goal or limit). Goals have two important dimensions: the content dimension and intensity dimension (Locke & Latham, 2010).

The content of a goal pertains to the features and objects of the goals themselves or the results being sought (e.g. the difficulty or specificity of the goal). Goal intensity pertains to the process by which a goal is set and accomplished (Locke & Latham, 2006). Intensity may be measured by using those factors such as the scope of the cognitive process involved, the degree of effort required, the importance of the goal or the context in which it is set (Kleingeld, Heleen & Arends, 2011). Goals direct individuals' effort and provide a standard against which performance can be assessed (Yearta, Maitlis, & Briner, 2005). Although this notion was once viewed as counterintuitive, a great number of studies have shown that individuals may

strive to meet very difficult but challenging goals if they understood and accepted those goals (Locke & Latham, 2002). Goals direct attention and effort toward goal-relevant activities. This is the directive function of goal setting. In their directive function, goals draw individual attention from goal-irrelevant activities.

The directive mechanism of goal setting was supported in a study conducted by Larrick, Heath and Wu (2009). They found that students with specific learning goals, paid attention to and learned goal-relevant prose passages better than goal-irrelevant passages. The second mechanism of goal setting is that high goals lead to greater effort than low goals. This is the energizing function of goals. The energizing function has been supported by Bandura and Locke (2003). The third functional mechanism of goal setting is the persistence function. Goals affect persistence. As noted by previous researchers, “tight deadlines lead to a more rapid work pace than loose deadlines in the laboratory as well as in the field (Locke & Latham, 2002).

Locke and Latham (2002) submitted that employees tend to work faster and more intensely for a short period or to work more slowly and less intensely for a long period when faced with difficult but attainable goals. The final mechanism of goal setting is the actionable function. As noted by Wood and Locke (2010), challenging goals affect individual action by leading to the arousal, discovery, and/or use of task-relevant knowledge and strategies. It is on this basis that all human action is said to be purposeful. In summary, goals direct and regulate individual job performance through four interrelated mechanisms: direction, effort, persistence and strategy formulation (Bandura & Locke, 2003).

## Targets of a Health System

The mandate or targets of the health system are to provide health both for the absolute level and equity across socioeconomic groups, social and financial risk protection in health, responsiveness and people centeredness and lastly, efficiency. Improving population health is the overarching goal. Health status should be measured over the entire population and across different socioeconomic groups (World Health Organisation, 2014). The safety of populations must be protected from existing health risks and emerging health risks. There should be preparations for resilience to future but still unknown health risks. Health systems should strive for equity in health. Inequitable disparities in health are to be minimized. Sources of inequitable disparity in health may include income, ethnicity, occupation, gender, geographic location and sexual orientation, among others. The way health systems are organized contributes to this disparity. Disparities are most effectively reduced when they are recognized and their minimization is an explicit national goal.

An ideal health system will provide social and financial risk protection in health and be fairly financed (Mills, 2014). All health systems must be financed, and there must be adequate funding in the system to provide essential services. A **World Health Organisation (2014)** definition of a fairly financed health system is one that does not deter individuals from receiving needed care due to payments required at the time of service and one in which each individual pays approximately the same percentage of their income for needed services. A health financing system that deters people from seeking needed services or impoverishes

individuals and families will worsen health outcomes. As such responsiveness and people-centeredness represent the concept that the health system provides services in the manner that people want or desire and engages people as active partners (Horrigan-Kelly, 2015).

Health systems have an obligation to respond to the legitimate non-health desires, educate the public and expectations of the population (Kruk, Freedman, Anglin & Waldman, 2010). Responsive health systems maximize people's autonomy and control, allowing them to make choices, placing them at the centre of the health care system. Improved efficiency is also a desired outcome of a health system (World Health Organisation, 2015). People and populations have a legitimate expectation of receiving the maximum health gain for the money they and their society invest in health. There are large variations in health costs across the world and the Region, even among countries with similar socioeconomic status and similar health outcomes. Part of the variation can be attributed to the efficiency of health systems. Health systems oriented towards primary health care have been shown to provide better health outcomes for the money invested (Sturmberg, O'Halloran & Martin, 2013).

### **Empirical Review on Performance Appraisal System and Attainment of Organisational Goals**

Dingman and Stone (2007) conducted a case study in Virginia on performance appraisal as tool for organisational effectiveness. The purpose of the study was to collect information from freedom Automotive, owned and operated by Scott Rigell to determine if servant appraisal had influenced a previous

organisational effectiveness or remained unchanged. The study employed two design strategies called emergent design flexibility and purposeful sampling. The study utilized a general interview guide with performance appraisal and organisational effectiveness as the two issues explored. All interview were conducted using unstructured methods. The findings were that Freedom Automotive does not have a formal appraisal system at either executive or the subordinate level. As such the study revealed that there was a strong informal appraisal system at Freedom Automotive. It also revealed though no formal appraisal system was implemented, there was a slight increase in organisational effectiveness at Freedom Automotive.

In a Cross-sectional survey conducted by Richard (2009), based on grounded theory on New Paradigm: Strategies for performance appraisal system in Higher Education, the researcher aimed at exploring the governance models, organisational performance, and approaches used by institutions of higher education to appraise performance of the workforce. The study was conducted on a sample of six (6) senior executives, employees in public 4-year colleges and universities, 2-year community and technical colleges, and 4-year private institutions, based on agreement on the best approaches for performance appraisal.

The results revealed that there is limited formal appraisal system are being used in colleges and universities and only few institutions offered evidence of a formal policy for appraising performance. The study also confirmed that an institution's governance and culture can influence how performance appraisal is

carried out in the organisation. Again, considerations for institutions that may pursue formal performance appraisal. The researcher also addresses a number of areas for future study to continue filling the gaps in the literature on performance appraisal within institutions of higher education.

Furthermore, Singh, Sharma and Ceema (2011) conducted a study on the effect of performance appraisal on the organisation and the employee in India. According to them performance appraisal has been considered as the most significant an indispensable tool for an organisation, for an organisation, for the information it provides is highly useful in making decisions regarding various personnel aspects such as promotion and merit increases. Performance measures also link information gathering and decision-making processes which provide a basis for judging the effectiveness of personnel sub-divisions such as recruiting, selection, training and compensation. A sample size of 100 was chosen from the north Indian states. The data used for the study is primary data collected through the help of questionnaire filled by the samples. The data was evaluated with the help of statistical tools i.e., descriptive statistics, regression, correlation, residual analysis and chi square test. The findings of the research show that there is a noticeable effect of the performance appraisal on the organisation as well as on the Individual.

Similarly, Karimi, Malik and Hussain (2011) conducted a study in Pakistan and the study aims to examine the relationship of employee performance appraisal system (PER) and organisational performance in a sample of 101 employees working at one of the international non for profit organisation. The

data was collected by convenient sampling and snow ball sampling techniques with the help of adopted questionnaires. The reliability of the instruments used is reaffirmed which is accordance with the required standards (0.88 for performance appraisal and 0.84 for organisational performance). After applying Pearson's correlation and linear regression the results show that there is a positive relationship between the independent and the dependent variables. The study has implications for managers of all the profit and non – for profit organisations. The results are compared with and discussed in the light of relevant research studies.

Also, Singh and Rana (2013) study investigated the impact of performance appraisal on the organisational performance of 172 bank employees randomly selected from 10 public sector banks of Uttarakhand state in India. The results of the study concluded that performance appraisal has a significant and positive impact on the organisational commitment of employees. The awareness of performance appraisal, fairness in the appraisal & performance based payment practices significantly predicted the organisational commitment of bank employees. This study employed the ex-post-facto survey design. This design was suitable for the study as it sought to examine the impact of performance appraisal on the performance of public sector banks. A sample of 172 bank employees of scale 1 to scale 4 categories of ten public sector banks was randomly selected from the two districts of Uttarakhand region i.e., Dehradun & Haridwar.

In order to measure performance appraisal a questionnaire was adapted (Punia, 2009) consisted of 34 items measuring 5 dimensions of performance appraisal namely, awareness of existing performance appraisal, significance of



existing performance appraisal, fairness in appraisal, views towards rater & performance-based payment practices. The data collected was analyzed using percentages, frequencies, Multiple Regression Analysis. The dependent variable was organisational commitment, while the independent variable was performance appraisal.

The multiple regression analysis was performed on the data collected from the respondents of banks to determine the impact of performance appraisal on organisational performance of bank employees. A significance level of 5 per cent was used for the analysis. Since, the value of  $p < 0.05$  for the awareness, fairness and performance-based payment practices, therefore it is inferred that performance appraisal have a significant impact on organisational commitment of bank employees. The fairness in performance appraisal ( $p = .005$ ) & performance-based pay ( $p = .005$ ) significantly predicted the performance of bank employees while, the awareness of existing appraisal ( $p = .000$ ), fairness ( $p = .031$ ) and performance-based pay ( $p = .004$ ) predicted performance of bank employees.

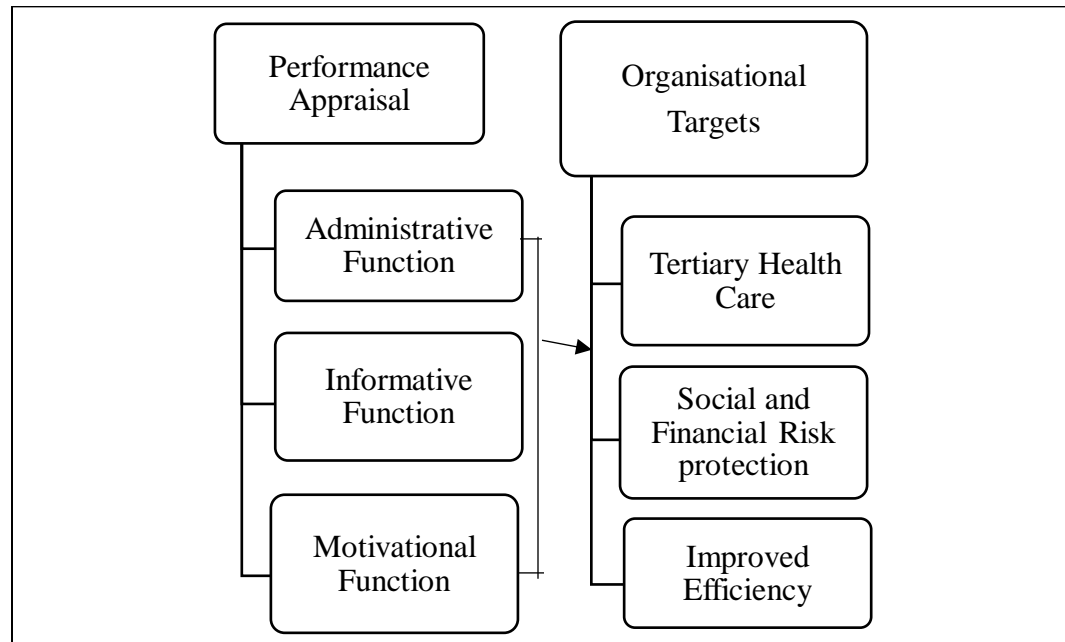
Likewise, Asamu (2013) also conducted a study to examine performance appraisal and organisation's achievement. The study adopted the survey research design. A total of 150 research subjects were drawn from the target population using the stratified and the simple random sampling technique. However, 120 copies of questionnaire were returned upon which the data analysis was based. This represented 85 percent response rate. Chi Square method was used for testing the hypothesis. Some of the findings show that: there is a significant relationship between performance appraisal and organisation's achievement.

Asamu further stated that there is a significant relationship between performance appraisal and promotion exercise, and there is a significant relationship between performance appraisal and employees' commitment to goals and objectives of the organisation. The study recommended that for appraisals to yield the desired outcomes the Management should ensure that performance appraisal is carried out continuously, not only when it is time for promotion. The study also recommends that performance expectations and actual performance must be discussed often and regularly and raters must be adequately trained with modern techniques of rating periodically through organized workshops, debate and seminars.

Butali and Njoroge in 2016 conducted a study in Kenya to find out the impact of performance appraisal on organisational performance and to find out the moderating effect of organisational commitment on the relationship between performance appraisal and organisational performance. This study was carried out in three companies listed in the stock exchange. These were Kenya Power, KenGen and Mumias Sugar Company. The study adopted descriptive survey design. The study population comprised 5866 employees in the three companies. However, it failed to show the sample and sampling technique used and the research instrument used. It was found that performance appraisal had a significant effect on organisational performance. The study further showed that affective commitment, continuance commitment and normative commitment moderated the relationship between performance appraisal and organisational performance.

## Conceptual Framework

This section presents a conceptual framework for assessing the relationship between performance appraisal system and the attainment of organisational targets.



Source: Author's Construct (2018)

### Figure 1: Conceptual Framework

As indicated in figure in the conceptual framework, performance appraisal and organisational goals are the two variables used in this study. The independent variable is represented by performance appraisal and organisational goals as dependent variable. The performance appraisal variable was measured in three main functional areas of administrative, informative and motivational. Appraisals affect administration in that it serves the role of facilitating an orderly means of determining salary increases and other rewards, and of delegating authority and responsibility to the most capable individuals. The informative function is

fulfilled when the appraisal system supplies data to managers and appraises about individual strengths and weaknesses.

The motivational role involves creating a learning experience that motivates workers to improve their performance. On the other hand, the organisational goal variable by Cape Coast Teaching Hospital is measured the tertiary health care provided by the hospital, social and financial risk and improvement in efficiency. The study therefore examines how the independent and dependent variables are related. To know the extent of variance in achieving organisational goals is caused by effective performance appraisal of employees at the Cape Coast Teaching Hospital.

### **Chapter Summary**

The empirical literatures reviewed above emphasized the importance of performance appraisal. Implementation of performance appraisal system is still a problem in almost all organisations. It is therefore easy to understand how the correct implementation of the performance appraisal system facilitates growth and health in the organisation. The findings of the study provided sufficient evidence to show the linkages between the two key variables. Much of the data and information gathered from the study participants echoed many of the supporting research findings by researchers and scholars in this field of study. There were unanimous concurrences amongst the research interviews participants that goal setting has a role to play in the relationship depicted in the conceptual model and

it has an impact on employee effectiveness and ultimately improves organisational effectiveness.

It is imperative that the managers implementing the system have the right perception and attitude towards it and understand the benefits entrenched in it. Continuous training of both supervisors and employees is important so that quality of service is provided. Policy review on performance appraisal is also required. The next chapter is chapter three and it talks about the methodology used for the study and the organisational profile.

## CHAPTER THREE

### RESEARCH METHODS

#### **Introduction**

This chapter discusses the methods and procedures used to gather and analyze data for the study with the aim of achieving the research objectives. The chapter is organized into various sub headings, including the research design, study area, study population, sample and sampling procedures, data collection instruments, data collection procedure, data processing and analysis, reliability and validity and ethical consideration

#### **Research Approach**

The research approach used was the quantitative approach. This choice is increasingly advocated within business and management research (Curran & Blackburn, 2000). It is argued that human behavior, like physical phenomenon, the natural social sciences can be quantified in attributes Zickmund, (2000) and this is done through the quantitative research approach. This design is considered apt because it enables the researcher to generate data through the standardized collection procedures based on highly structured research instrument(s) and well-defined study concepts and related variables.

#### **Study Design**

Descriptive and correlation design were used for this study. Descriptive design is a scientific method which involves observing and describing the behaviour of a subject without influencing it in any way. It involves gathering

data that describes events and then organizes, tabulates, depicts, and describes the data collection (Sarantakos, 2005). The descriptive research design would be chosen mainly because it comprises a cross-sectional design in relation to which data are collected predominantly by questionnaire (Bryman & Bell, 2007). It also provides evidence concerning an existing situation or current conditions; hence surveys provide a more accurate picture of events and seek to explain people's perception and behaviour on the basis of data gathered at a point in time.

Further, it has the advantage of producing good responses from a wide range of people and also it involves accurate and objective collection of data to describe an existing phenomenon (Nwadinigwe, 2005). On the other hand, a correlational study determines whether or not two variables are correlated. This means to study whether an increase or decrease in one variable corresponds to an increase or decrease in the other variable (Sarantakos, 2005). Correlational research design was used due to objective three which sought to examine the relationship between performance appraisal and organizational targets at Cape Coast Teaching Hospital in Cape Coast, central region.

### **Study Area**

The study area selected for the research work is the Cape Coast Teaching hospital. The hospital was the first of the series of the ultra-modern regional hospitals established by the ministry of health in 1996 and started full operations on 12<sup>th</sup> August 2018. It was upgraded to a teaching hospital status with the inception of the school of medical sciences, university of cape coast and became an agency of the ministry of health by an act of parliament (act 525 of 1996).The

hospital is accredited by the national accreditation board, medical and dental council and the Ghana college of physicians of physicians and surgeons for the training of doctors at the undergraduate and postgraduate levels. It is also a site for the training of other allied health professionals. The facility is a 400-bed tertiary level hospital and situated at the northern part of cape coast. It serves the accident and emergency needs of the people plying the Abidjan-Accra route and as well as serving as the referral center for all the facilities in the region.

### **Population**

According to Shiu (2009), postulate that target population is a set of elements identified for investigation based on the evaluation of research objectives, feasibility and cost effectiveness. In essence, a target population is a specified group of people or objects for which questions can be asked or observations made to obtain required data structures and information. Malhotra and Dash (2010) defined target population as the collection of elements or objects that possess the information sought by the researchers and about which inferences are to be made. In the study, the target population was two hundred and thirty (230) Cape Coast Teaching Hospital staff consisting of Management staff, senior staff (administrative and technical) and Junior staff (administrative and Technical).

### **Sample and Sampling Procedures**

A study sample refers to a subset of the population that we are interested in. A sample is selected with care to ensure that the population under study is



fairly represented. Saunders (2002) explained that the size of the sample and the way in which it is selected will inevitably have implications for the confidence one can have in the data collected and the extent to which one can generalize. The selection of the respondents for the study was done using a simple random sampling technique where the employees were given numbers. The numbers were written on different pieces of paper and were then folded and mixed together in a small box and were drawn randomly from the box. Given a total population of 230, a sample size of 144 was obtained at 95 percent confidence level and a continuous data, using Krejcie and Morgan's 1970 sample size determination formula, as shown below:

$$\text{Sample Size (SS)} = \frac{X^2 NP(1 - P)}{d^2 (N - 1) + X^2 P(1 - P)}$$

Where:

X = the table value of chi-square for 1 degree of freedom (1.96);

N = the population size;

P = the population proportion (assumed to be 0.50)

d = the degree of accuracy desired, usually set at (0.05);

SS = the sample size

These figures were substituted into the formula to determine the sample size for the study as follows:

$$\begin{aligned} \text{Sample Size (SS)} &= \frac{(1.96)^2 \times (230 \times 0.50) \times (1 - 0.50)}{(0.05)^2 \times (230 - 1) + (1.96)^2 \times 0.50(1 - 0.50)} \\ &= \underline{\underline{220.892}} \end{aligned}$$

$$\begin{aligned} & 1.5575 + 0.96 \\ = & \underline{220.892} \\ & 1.5329 \\ = & 144.1 \\ = & 144 \end{aligned}$$

### **Data Collection Instruments**

The researcher used a structured questionnaire to collect data from the respondents in the study. The questionnaires were preferred by the researcher as it is possible to collect much data over a large number of respondents within a short time (Orodho, 2005). A questionnaire is a series of questions asked to individuals to obtain statistically useful information about a given topic (Creswell & Clark, 2016). A number of questions usually in printed or electronic form are to be answered by the individuals. When properly constructed and responsibly administered, questionnaires become a vital instrument by which statements can be made about specific groups or people or entire populations (Creswell & Clark, 2016). A useful method for checking a questionnaire and making sure it is accurately capturing the intended information is to pretest among a smaller subset of target respondents (Babbie, 2007).

Both open and closed ended questions were included. This is because closed ended questionnaires are easier to analyze since they would be in an immediate usable form and again each item may be followed by alternative answers. Open ended questions permit a great depth of response, a respondent is

allowed to give a personal response, usually reasons for the response given would be directly or indirectly included in the study.

### **Data Collection Procedures**

Primary data was obtained for the study. The primary data were collected from the field by the researcher from the respondents. The purpose of the study was explained to the respondents and this will pave way for the retrieval of the questionnaire from respondents without difficulty. After formal permission for the data collection has been granted by chief executive officer, the questionnaire will be self-administered to the qualified respondents who were selected to participate in the study. This mode of primary data collection provided the opportunity for the researcher to establishing rapport with the respondents, thereby ensuring higher recovery rate (Leedy & Ormrod, 2010). The data was collected in two time-frames – afternoon and evening for two weeks due to the schedule of respondents.

### **Data Analysis**

A careful preparation of data is fundamental for conducting a genuine analysis of the data collected and for producing undistorted statistical results (Tabachnick & Fidel, 2007). Data analysis was done based on research objectives and research questions. The analysis of data started with editing and inspecting of data pieces in order to identify mistakes, items that were wrongly responded to and the blank spaces left unfilled by the respondents. The questionnaire would be coded using the Statistical Package for Social Science

(SPSS) Version 22.0 template. Both descriptive and Pearson Moment Correlation Coefficient statistical tools were used to analyze the data collected. The data was then summarized into tables and figures using descriptive statistics.

### **Reliability and Validity**

Reliability and validity are two key components to be considered when evaluating a particular instrument. Reliability, according to Tabachnick and Fidel (2007) are concerned with consistency of the instrument, and an instrument is said to have high reliability if it can be trusted to give an accurate and consistent measurement of an unchanging value. The validity of an instrument, on the other hand, refers to how well an instrument measures the particular concept it supposed to measure (Saunders & Lewis, 2012). They further argue that an instrument must be reliable before it can be valid, implying that an instrument must be consistently reproducible; and that once this has been achieved, the instrument can then be scrutinized to assess whether it is what it purports to be.

To ensure validity of questionnaires, the researcher reviewed other relevant literature that would serve as evidence and support the answers that would be found using the questionnaire, relevance being determined by the nature of their research question and their own judgment (Saunders, 2009). Further, the designed questionnaire was submitted to the project supervisor for vetting, correction and approval before distributing it to the respondents. Table 1 summarizes the reliability score for the individual constructs of the study.

**Table 1: Reliability Results**

No	Construct	Cronbach's Alpha	No of items
1	Overall scale	0.82	23
2	Performance Appraisal	0.85	9
3	Organisational goals	0.77	10

Source: Field survey, 2018

### **Ethical Issues**

Some of the ethical issues considered in the study include observing institutional procedures for carrying out the data collection activity within the hospital premises. An introductory letter would be obtained from the department of human resource management, school of business to introduce the researcher to the management of the hospital. This is done to seek permission to elicit data from the employees. The respondents would be informed about the purpose of the research and what objective it sought to achieve. Again, the respondents would be encouraged to be objective in answering the items on the questionnaire. They would be also assured of their anonymity and confidentiality of information provided. According to Malhotra, Birks, Palmer and Koenig-Lewis (2003), a research is expected to be free from bias and it must be scientifically sound and reported honestly, thoroughly and completely.

## Chapter Summary

In this chapter, attention was paid to methodology of the study. The study adopted a quantitative research approach based on statistical tools employed to analyse the data. Also, the research design used were both descriptive and correlational research design. Questionnaire was the main instrument used in collecting data from the respondents. The data was coded using SPSS and analysed using descriptive and inferential statistics. Ethical considerations were also observed.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

This chapter of the study presents the findings emanating from the data collected from the self-administered questionnaires. The discussions include the interpretation of the findings in reference to previous findings and theories. The chapter is organised into two main parts. The first part deals with the background characteristics of respondents and covers areas such as respondents' sex, age, work experience and highest educational level. The second part is devoted to responses given by the respondents in accordance with the purpose of the study. It tackles the specific research objectives based on data collected. The discussions focused on relationship between performance appraisal system and attaining organisational goals at Cape Coast Teaching Hospital, Central Region. It also discusses the performance appraisal practices and examined the various goals of Cape Coast Teaching Hospital. One hundred and forty-four (144) questionnaires were retrieved from the staff of Cape Coast Teaching Hospital.

#### Demographic Characteristics of Respondents

Before the main analysis, information relating to gender, level of education, age and work experience of respondents were captured. These are discussed in Table 2.

**Table 2: Demographic characteristics of Respondents**

Variables	Sub-scale	N	%
Gender	Male	49	34.0
	Female	95	66.0
Age range	Below 30 years	41	28.5
	30-40 years	67	46.5
	41-50 years	33	22.9
	51-60 years	03	2.1
Work Experience	less than 5 years	39	27.1
	5 – 10 years	66	45.8
	11- 15 years	18	12.5
	16 – 20 years	13	9.0
	21 years and above	08	5.6
Level of Education	Secondary	14	9.7
	diploma	49	34.0
	1 <sup>st</sup> degree	55	38.2
	Post graduate	26	18.1

Source: Field survey, 2018

Table 2 shows that, out of 144 respondents, 49 (34%) of the respondents were male while 95 (66%) were female. In this analysis, there is no basis to conclude that those with the highest frequency are more important or make a valid conclusion compared to their counterparts with low frequency. It is only an indication that the sample has more females than males. Table 2 also shows the age profile of the respondents in years, 41 respondents representing 28.5% were aged below 30 years, 67 representing 46.5% were aged between 30-40 years, 33 representing 22.9% were aged between 41-50 years, and 03 representing 2.1% aged between 51-60 years. This shows that majority of the respondents are in the



youthful age with 75% between the ages of below 30 to 40 years. People in the youthful ages are considered more energetic. This is because energy level is very important for all work, particularly in today's competitive business environment that needs people in the middle ages to set fruitful paths for the future generation. Comparatively, most young business people possess some level of education needed for successful business management.

With respect to respondents' working experience, Table 2, revealed that 39 (27.1%) had working experience less than 5 years, 66 (45.8%) had working experience between 5 – 10 years, 18 (12.5%) with 11- 15 years working experience, 13 (9%) with 16 – 20 years' experience and lastly 8 (5.6%) had 21 years and above working experience. Also the study sought to know the level of education of the respondents and Table 2 revealed that 14 (9.7%) of the respondents had just completed the secondary level of education, 49 (34%) had completed nursing training as their highest level of education, 55 (38.2%) as 1<sup>st</sup> degree holders and lastly 26 (18.1%) and post graduate degree holders.

### **Plain Findings of the Study**

The second section of the chapter presents the results pertaining to the specific objectives of the study. With the help of the SPSS Version 22.0, descriptive and inferential statistics were used to tackle the objectives.

### **Performance Appraisal Practices of Cape Coast Teaching Hospital**

The first research question of the study sought to assess the performance appraisal practices of Cape Coast Teaching Hospital at Cape Coast. The performance appraisal practices variables were made up of nine (9) items. The responses to the items were measured with five-point numerical scale such that one (1) represents the least agreement to the items while five (5) represents the highest agreement to the items. The items were evaluated in terms of descriptive statistics such as mean and standard deviation. The relevant mean values presented in Table 3 were interpreted using mean values obtain from five-point Likert scale items. The mid-point for the scale to an item was 2.9 (Dess, Lumpkin & McFarlin, 2005). Thus, any mean score below 2.90 indicated a low to the item while any score above 2.90 indicated high to the item.

According to Wan, Wang, Liu & Tong (2014) anytime measures of central tendencies are computed, there is the need to also compute the measure of variation. In this study the central tendency is the mean while the variation is the standard deviation. However, there is no threshold for acceptable variation but each variation can be compared with the variations of other items under the same construct. Table 3 therefore presents the respondents view on the extent to which these items as the performance appraisal practices of Cape Coast Teaching Hospital at Cape Coast.

**Table 3: Assessing the Performance Appraisal Practices of Cape Coast Teaching Hospital**

Items	Mean	Std. Deviation
Job results/outcome	3.56	0.95
Essay method	3.49	0.87
Ranking	2.26	1.29
Forced distribution	3.38	1.33
Graphic rating scale	3.63	1.40
Behavioural checklist	3.38	0.98
Behavioural anchored rating scales (BARS)	3.24	1.47
Management by objectives (MBO)	3.04	1.35
360 degrees	2.21	1.20

Source: Field survey, 2018

As presented in Table 3, employees relatively agreed with seven items out of the nine items used in eliciting their view on the Performance Appraisal Practices of Cape Coast Teaching Hospital (the seven items means were greater than 2.9). Meaning, Job results/outcome was agreed as a method used to assess employees performance at the hospital ( $M = 3.56$ ;  $SD = 0.95$ ). This means that an employees' results are compared against some objective standard of performance. Again, it was revealed that essay method (evaluator's written report appraising an employee's performance, usually in terms of job behaviours and/or results) is also used in the hospital to evaluate performance of employees ( $M = 3.49$ ;  $SD = 0.87$ ). However, this may stand a major problem of lack of standardization.

The respondents also iterated that forced distribution is at a point in time used as a method in assessing performance ( $M = 3.38$ ;  $SD = 1.33$ ). This implies that a supervisor could be required to place employees into top, middle, and bottom thirds of a distribution. In addition, the respondents asserted that graphic

rating scale is among the methods used where the evaluator to indicate on a scale the degree to which an employee demonstrates a particular trait, behaviour, or performance result ( $M = 3.63$ ;  $SD = 1.40$ ).

Similarly, the respondents agreed that behavioural checklist describing both effective and ineffective job behaviours were used ( $M = 3.38$  and  $M = 0.98$ ). The respondents stated that behaviourally anchored rating scales (BARS) were used as a method in assessing their performance ( $M = 3.24$ ;  $SD = 1.47$ ). This implies that similarly to behavioural checklists, a continuum of descriptive statements of behaviours ranging from least to most effective were used. Lastly, the respondents asserted that Management by Objectives (MBO) in some occasions used ( $M = 3.04$ ;  $SD = 1.35$ ), implying that a comprehensive goals/objective were set by various departments. However, the respondents proclaimed that 360-degree feedback and ranking methods were not used as appraisal methods ( $M = 2.21$ ;  $SD = 1.20$  and  $M = 2.26$ ;  $SD = 1.29$  respectively).

The results confirm Bernardin and Wiatrowski (2013) assertion that job results though not an appraisal method per se, are in themselves a source of data that can be used to appraise performance. It was in line with Pichler (2012) who also mentioned that in some cases, appraisals may focus on results rather than behaviours. Also, the findings endorse Dusterhoff, Cunningham and MacGregor (2014) who declared that essay method may be used by evaluators by a written report appraising an employee's performance, usually in terms of job behaviours and/or results.

Further, the results obtained are in line with assertion of Jacobs (2015) who iterated that a forced distribution can be used in evaluating employee performance. According to Consolata, Madegwa, Otiso and Yatundu (2015) graphic rating scales are one of the most common methods of performance appraisal where an evaluator to indicate on a scale the degree to which an employee demonstrates a particular trait, behaviour, or performance result. The results also confirms Deepa, Palaniswamy and Kuppusamy (2014) assertion that behaviours relate to a number of behavioural dimensions determined to be relevant to the job are also evaluated in performance of employees. Again, the finding corresponds to Tuytens and Devos (2012) that Behaviourally Anchored Rating Scales (BARS) are rating scales used whose scale points are defined by statements of effective and ineffective behaviours.

### **Various Performance Targets of Cape Coast Teaching Hospital**

The second research question of the study sought to examine the various goals of Cape Coast Teaching Hospital. The goals were measured using ten (10) items. Also, the responses to the items were measured with five-point numerical scale such that one (1) represents the least agreement to the issues while five (5) represents the highest agreeing to the issues. Again, the items were evaluated in terms of descriptive statistics such as mean and standard deviation. The relevant mean values presented in Table 4 were interpreted using mean values obtain from five-point Likert scale items. The mid-point for the scale to an item was 2.9

(Dess, Lumpkin & McFarlin, 2005). Thus, any mean score below 2.90 indicated a low to the item while any score above 2.90 indicated high to the item.

According to Wan, Wang, Liu & Tong (2014) anytime measures of central tendencies are computed, there is the need to also compute the measure of variation. In this study the variation is the central tendency is the mean while the variation is the standard deviation. However, there is no threshold for acceptable variation but each variation can be compared with the variations of other items under the same construct. Table 4 therefore presents the respondents assessment on the extent to which they agree with the following as they measure Goals of the Health System.

**Table 4: Examining the Various Performance Targets of Cape Coast Teaching Hospital**

Items	Mean	Std. Deviation
Provision of health at an absolute level	3.78	0.89
Minimized inequitable disparities in health	3.97	0.95
Responsiveness and people centeredness	3.62	0.98
Financial risk protection in health	3.35	1.33
Safety of populations from existing health risks	3.66	0.77
Safety of populations from emerging health risks	3.38	1.25
An obligation to educate the public on health issues	3.21	1.07
An obligation to respond to expectations of the population	3.54	0.99
Maximum health gain for the money the society invested in health	3.12	1.02
Improved efficiency	3.48	0.88

Source: Field Survey, 2018

As shown in Table 4, respondents relatively agreed with all the items used in eliciting their view on the goals of the organisation (these items mean were greater than 2.9). Meaning, it is the goal of the health system to Provide health to patients at an absolute level ( $M = 3.78$ ;  $SD = 0.89$ ). Again, it was revealed that the hospital aimed at minimizing the inequity in health ( $M = 3.97$ ;  $SD = 0.95$ ). They also indicated that the hospital is responsive and is people centred ( $M = 3.62$ ;  $SD = 0.98$ ). In addition, the respondents asserted that the teaching hospital aimed financial risk protection in health ( $M = 3.35$ ;  $SD = 1.33$ ). Further, it is the goal that populations are protected from existing health risks ( $M = 3.66$ ;  $SD = 0.77$ ).

Similarly, the respondents agreed that the teaching hospital aimed at protecting the populations from emerging health risks ( $M = 3.38$ ;  $SD = 1.25$ ). In addition, it is an obligation to educate the public on health issues ( $M = 3.21$ ;  $SD = 1.07$ ), as well as obligation to respond to expectations of the population ( $M = 3.54$ ;  $SD = 0.99$ ). The respondent mentioned that it is the goal of the teaching hospital to maximize health gain for the money the society invested in health ( $M = 3.12$ ;  $SD = 1.02$ ). Lastly, it is aimed to Improve efficiency ( $M = 3.48$ ;  $SD = 0.88$ ).

The results conform to World Health Organisation (2014) declaration that it is the mandate or goals of the health system are to provide health both for the absolute level and equity across socioeconomic groups, social and financial risk protection in health, responsiveness and people centeredness and lastly, efficiency. The World Health Organisation also mentioned that health status should be measured over the entire population and across different socioeconomic groups (2014). The findings are also in line the proclamation of Mills (2014) that

an ideal health system will provide social and financial risk protection in health and be fairly financed.

The findings conform to many assertions made in respect of health system. For instance, Kruk, Freedman, Anglin and Waldman (2010) mentioned that health systems have an obligation to respond to the legitimate non-health desires, educate the public and expectations of the population. Also, World Health Organisation (2015) stated that responsive health systems maximize people's autonomy and control, allowing them to make choices, placing them at the centre of the health care system. The result is also in line with Sturmberg, O'Halloran and Martin (2013) assertion that health systems oriented towards primary health care have been shown to provide better health outcomes for the money invested.

### **Relationship between Performance Appraisal and the Attainment of Performance Targets**

The study further determined to examine the relationship between relationship between performance appraisal practices and attainment of performance targets at Cape Coast Teaching Hospital. The performance appraisal practices were computed into one construct and the targets as another construct. Pearson product-moment correlations analysis was conducted to that effect. Preliminary analyses were performed to ensure no violation of the assumption of normality, linearity and homoscedasticity. The findings are presented on Table 5.



**Table 5: Performance Appraisal and the Performance Targets**

		Performance appraisal
Performance Targets	Pearson Correlation	.359**
	Sig. (2-tailed)	.000

Source: Field survey, 2018

The correlational analysis shows that there was a statistically significant positive moderate correlation between performance appraisal practices and attainment of performance targets ( $r= 0.359$ ;  $p=0.000$ :  $p<0.05$ ) suggesting that higher levels of performance appraisal practices is associated with higher attainment of performance targets whilst lower levels of performance appraisal practices was associated with lower levels of attainment of performance targets. In other words, when the health institution appraises its employees' performance using the various methods identified, the chances of the institution to achieve its goals as mentioned. Management of the institution must continually work and improve the predictors (performance appraisal practices) that made statistically significant positive contribution to the achievement of the performance targets.

It is to note that, this finding was in line with studies by (Singh, Sharma & Ceema, 2011); Karimi, Malik & Hussain, 2011; Singh & Rana, 2013; Asamu, 2013 Butali & Njoroge, 2016). For instance, Butali and Njoroge (2016) found that that performance appraisal had a significant effect on organisational performance of Kenya Power, KenGen and Mumias Sugar Company, while Asamu (2013) also found that, there is a significant relationship between performance appraisal and employees' commitment to goals and objectives of the organisation. Karimi, Malik and Hussain (2011) found that there is a positive relationship between the

independent (performance appraisal) and the dependent variables (organisational goals). Furthermore, Singh, Sharma and Ceema (2011) found that, there is a noticeable effect of the performance appraisal on the organisation as well as on the Individual.

### **Chapter Summary**

This chapter discussed data on the background characteristics of the respondents. It has also discussed results of analysis pertaining to the specific objectives of the study. Job outcomes, essay method, ranking, MBO, 360-degree and forced distribution were used in assessing the performance of employees at the healthcare centre. Also, the various targets of the healthcare included minimizing inequitable disparities in health, financial risk protection as well as the obligation to respond to expectations of the population. Finally, there was a statistically significant relationship between performance appraisal and organisational targets at Cape Coast Teaching Hospital.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

This chapter presents the summary, conclusions and recommendations of the study. The summary and conclusions are based on the findings captured in chapter four. The chapter also presented the recommendations of the study based on the study's conclusions. The chapter concluded with suggestions for further research.

#### Summary

The purpose of the study was to examine the relationship between performance appraisal system and attaining organisational targets at Cape Coast Teaching Hospital, Central Region. In order to achieve the main purpose, the following research objectives were used to guide the study: assessing the performance appraisal practices of the teaching hospitals, examining the various targets of Teaching hospitals in Ghana and examining the relationship between performance appraisal and the attainment of organisational goals.

The quantitative research approach and the descriptive and correlational research design were employed in the study. The target population consisted of two hundred and thirty (230) Cape Coast Teaching Hospital staff consisting of Management staff, senior staff (administrative and technical) and Junior staff (administrative and Technical). Out of the 230 employees, the Krejcie and Morgan (1970) sample size determination formula was used to randomly sample 144 respondents. Structured questionnaires were distributed to the sampled

respondents of which all of them were appropriate for analysis. Data obtained were analysed using descriptive and inferential statistical tools such as frequencies, means, standard deviations and Pearson product moment correlation.

### **Key Findings**

The first objective of the study sought assess the performance appraisal practices of Cape Coast Teaching Hospital. Based on this objective, the study first carried out a descriptive statistic (Mean and Standard deviations) and found that the teaching hospital adopts variety of methods in appraising the performance of employees at the departmental levels. The appraisal methods/ practices used included job results/outcome, essay method, forced distribution, graphic rating scale, behavioural checklist, behavioural anchored rating scales (BARS) and Management by objectives (MBO). However, the study revealed that the hospital does not used ranking and 360-degree feedback as a method of appraising employees at the institution.

Also, the second objective of the study sought to examine the various goals of Cape Coast Teaching Hospital. Again based on this objective the study first carried out a descriptive statistics (Mean and Standard deviations) and found that the teaching hospital has varieties of goals including provision of health at an absolute level, minimized inequitable disparities in health, responsiveness and people centeredness, financial risk protection in health, safety of populations from existing health risks, safety of populations from emerging health risks, an obligation to educate the public on health issues, an obligation to respond to

expectations of the population, maximum health gain for the money the society invested in health and improved efficiency.

The third research objective sought to determine the relationship between relationship between performance appraisal practices and organisational goals at Cape Coast Teaching Hospital. The key finding was that a statistically significant moderate positive correlation was between performance appraisal practices and organisational goals at Cape Coast Teaching Hospital ( $r= 0.359$ ;  $p=0.000$ ;  $p<0.05$ ) signifying that higher levels of performance appraisal practices is associated with higher levels of attainment of organisational goals whilst lower levels of performance appraisal practices is associated with lower levels of attainment of organisational goals.

## **Conclusions**

This study has provided an overview and relevant discussion on performance appraisal practices and organisational goals of health institutions. From the study's findings, it was concluded that, job results/outcome, essay method, forced distribution, graphic rating scale, behavioural checklist, behavioural anchored rating scales (BARS) and Management by objectives (MBO) can be used by health institutions in evaluating the performance of its employees.

Also, based on the second objective of the study, it was concluded that, it is prudent for health institutions to pursue varieties of health goals including provision of health at an absolute level, minimized inequitable disparities in health, responsiveness and people centeredness, financial risk protection in health,

safety of populations from existing health risks, safety of populations from emerging health risks, an obligation to educate the public on health issues, an obligation to respond to expectations of the population, maximum health gain for the money the society invested in health and improved efficiency as other studies have identified.

Also, based on the third objective of the study, it was concluded that, performance appraisal practices were a contributor to the attainment of organisational goals. This was not surprising to find since studies have revealed that, performance appraisal play crucial roles in organisational improvement in performance across various sectors including the Ghanaian health sector. As such, the study's finding has contributed to a better understanding of the fact that, performance appraisal practices are also key in achieving organisational goals.

### **Recommendations**

Truly speaking, organisations cannot grow if individuals that work in the organisations are not deliberately encouraged and supported through genuine performance appraisal. Based on the study's conclusions, the following recommendations are hereby made:

No matter how good your employees are, there's always room for improvement or even for stepping performance up to the next level. It is therefore recommended for improvements in employee appraisals, focus your approach on being constructive with your critique. This will help ensure your staffers view suggestions in a positive light.

It needs to be remembered that performance appraisal is a means not an end. And as means human resource development would be better off if performance appraisal is genuinely conducted. It is again recommended that a proper system of individual feedback giving process needs to be established.

### **Suggestion for Further Studies**

Based on the findings, conclusions and limitations of the study, further research could be conducted in the following areas: 1) further research to this study may offer additional insights into the important issues on attainment of organisational goals and performance appraisal practices. 2) the future researches should explore the spread of performance appraisal practices in Ghanaian organisations on a more extensive sample basis. 3) it is necessary to investigate linkages between performance appraisal practices and performance outcomes, including employee commitment.

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**QUESTIONNAIRE**  
**UNIVERSITY OF CAPE COAST**  
**COLLEGE OF DISTANCE EDUCATION**  
**DEPARTMENT OF BUSINESS STUDIES**



Dear Sir/Madam,

I am a final year Post Graduate Student of the University of Cape Coast, pursuing Master of Business Administration (HRM). As a requirement, I am carrying out a research on the topic: examining the relationship between performance appraisal systems and attaining organisational goals at Cape Coast Teaching Hospital, Central Region. I would be grateful if you could fill the questionnaire for the study. Decision to participate or not is entirely yours. Information provided would be treated as strictly confidential

**Section A: Demographic Data**

(Choose the most suitable answer and tick in the box below)

1. Age:           Below 30    30-40    41-50    51-60    61 and  
                  above
2. Gender:    Male            Female

3. Number of years at Cape Coast Teaching Hospital    less than 5years   
 5-10years     11-15years     16-20years     21years and above
4. Highest level of education:    Training College     Polytechnic   
 University     Post Graduate

**Section B: Performance Appraisal Practices**

To what extent do you agree with the following with regards to the performance appraisal practices? The responses will be measured numerically such that one (1) represents the least agreement to the issues while five (5) represents the highest agreement to the issues.

Statements	1	2	3	4	5
Job results/outcome					
Essay method					
Ranking					
Forced distribution					
Graphic rating scale					
Behavioural checklist					
Behavioural anchored rating scales (bars					
Management by objectives (MBO)					
360 degrees					



### Section C: Targets of a Health System

To what extent do you agree with the following as they measure targets of the Health System? The responses will be measured numerically such that one (1) represents the least agreement to the issues while five (5) represents the highest agreeing to the issues

Statements	1	2	3	4	5
Provision of health at an absolute level					
Minimized inequitable disparities in health					
Responsiveness and people centeredness					
Financial risk protection in health					
Safety of populations from existing health risks					
Safety of populations from emerging health risks					
An obligation to educate the public on health issues					
An obligation to respond to expectations of the population					
Maximum health gain for the money the society invested in health					
Improved efficiency					

**THANK YOU VERY MUCH!!!**