

UNIVERSITY OF CAPE COAST

EMPLOYEES' PERCEPTION OF APPRAISAL AND JOB
PERFORMANCE IN GHANA HEALTH SERVICE



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EMPLOYEES' PERCEPTION OF APPRAISAL SYSTEM AND WORK

PERFORMANCE IN GHANA HEALTH SERVICE



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requirements for the award of Masters of Business Administration degree in
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DECLARATION

Candidate's Declaration

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

Candidate's Signature: Date:

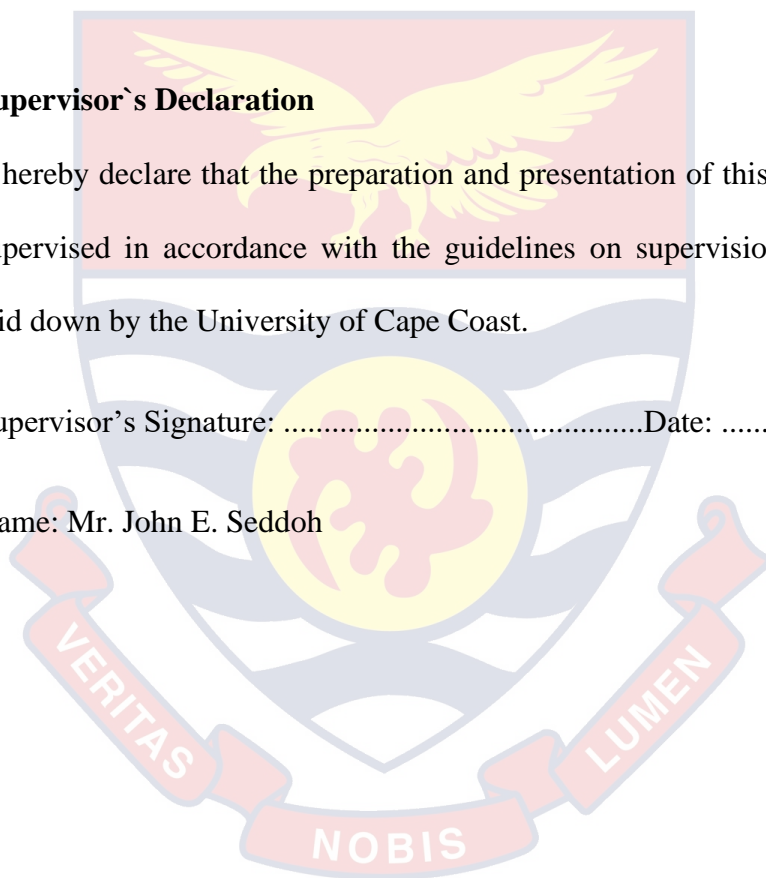
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Supervisor's Declaration

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

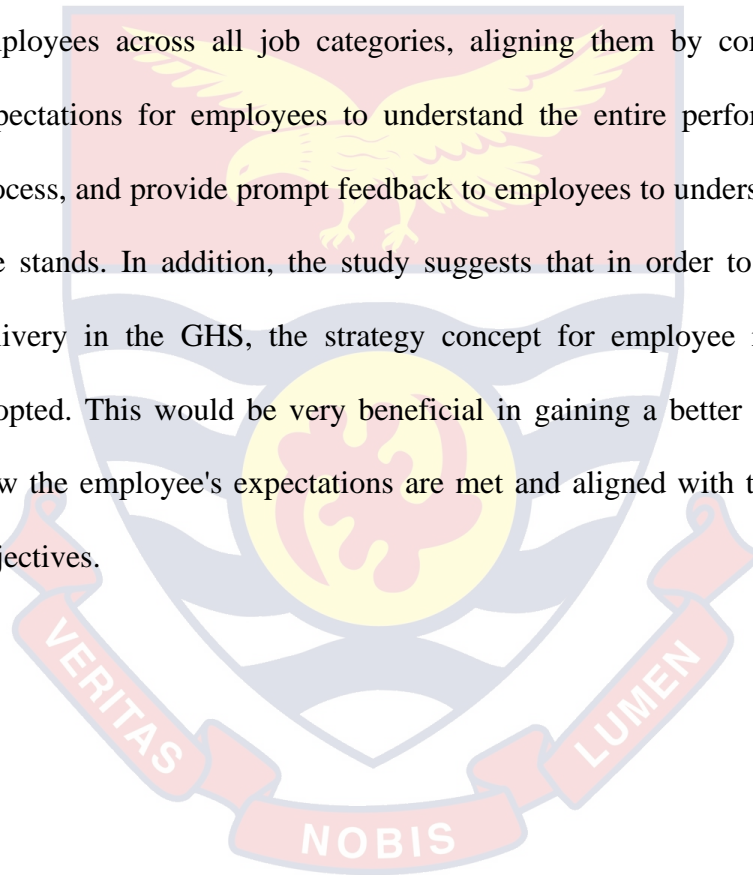
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ABSTRACT

The purpose of this study was to determine employee perception of performance appraisal on job performance. The study used quantitative approach. The research design was descriptive survey. The data collection instrument was questionnaire. The population was 150 Ghana Health Service employees. The study found that Ghana Health Service management should be flexible, transparent, and responsive, and clearly outline job expectations to all employees across all job categories, aligning them by communicating job expectations for employees to understand the entire performance appraisal process, and provide prompt feedback to employees to understand where he or she stands. In addition, the study suggests that in order to enhance service delivery in the GHS, the strategy concept for employee rating should be adopted. This would be very beneficial in gaining a better understanding of how the employee's expectations are met and aligned with the organization's objectives.



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DEDICATION

To my family for their support in diverse ways.



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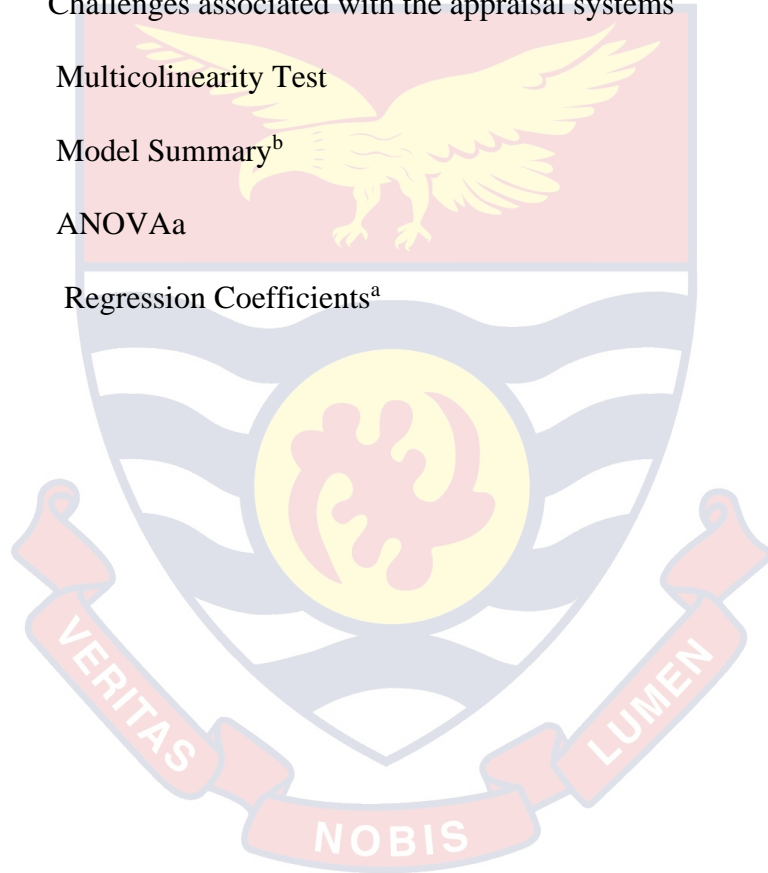
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CHAPTER ONE

INTRODUCTION

Introduction

Evaluation of performance is a controversial practice linked with a great deal of controversy but is continually used by organizations around the world to appraise employees' performance (Boahie-Mensah & Seidu, 2012). The common practice in the government sector is performance evaluation simply because staff agencies regard it as valuable to promote public accountability. The quality of an organisation's human resource determines its existence and growth. Some scholars have contended that, the use of a reliable and accurate appraisal system is needed if an organisation was to have an effective human resource system (Armstrong, 2009; Desler, 2011).

Moreover, Ghana Health Service (GHS) is mandated "to provide and prudently manage comprehensive and accessible quality health services with emphasis on primary health care in accordance with approved national policies" (GHS, 2010). To achieve its mandate, Management need to be mindful of the various perceptions of their employees toward existing performance appraisal systems and this could assist them develop policies that could eventually enhance employees' performances.

Background to the Study

The notion of competition has energized organisations in the 21st century to focus on coherent human resource systems and processes (Armstrong & Baron, 2005). This is because, human resources are regarded as the backbone of any organisation since their output determine the extent to

which an organisation can survive competitions (Mithila & Parab, 2008). Furthermore, monitoring employee efficiency is a crucial challenge for organizations today; it is a vital factor if the company is to succeed in today's volatile working climate. To effectively manage employees, there is the need for management to have in-depth knowledge of how their employees perceive existing performance appraisal systems (Masri, 2009).

In recent times, the significance of human resource has been recognised and this has induced organisations to establish measures that either enhance or at least, maintain high level performances among them (Armstrong, 2009). Similarly, the productivity of any organisation is highly influenced by several factors but notable among them is employee performance. According to Armstrong, performance is seen as a major multidimensional concept that pays attention to achieving results and is strongly associated with the strategic targets of an organisation. Employee performance is also regarded as the productivity and efficiency of an employee as a result of an employee's development (Paladino, 2011).

Performance assessment is one of the oldest and most widely recognized management practices, and it encompasses all of the standardized methods used in organizations to evaluate employee performance (Tripathi, 2010). Employee perceptions of performance assessment have been one of the most widely researched job behaviours by professionals and academicians (Akintayo, 2010; Tumwesigye, 2010). One of the motives because employee perception of performance evaluation has gained attention from researchers, according to Akintayo (2010), is that organizations rely on dedicated workers to achieve optimal performance and build and retain competitive edge.

Since the appraisal method provides them with appreciation and evaluation for their job activities, employees' perceptions of performance appraisal are critical to organizations (Armstrong, 2009). This in and of itself can have a positive impact on their feelings of value, loyalty, and membership. Employees' views of the fairness of performance appraisals have been shown to be a major factor in their acceptance and satisfaction with the present structure in previous studies (Bekele, Shigutu & Tensey, 2014; Chiang & Birtch, 2010). A positive perception in the workplace produces a positive working atmosphere, while a negative perception has an impact on both employee and organizational success (Desler, 2011). As a result, if performance appraisals are viewed as unreasonable, the rewards can detract rather than improve positive attitudes and performance among employees (Bekele et al., 2014).

Central to human resource management is evaluation, which is a systematic and formal process by which performance appraisal is conducted (Brown & Benson, 2010). This can be done through subordinates, managers, peers or even clients through monitoring and effectiveness (Gabris & Ihrke, 2001). The aim is to enable employees to develop their skills to improve performance, to form the basis for reward distribution and to develop development and management decisions (Fletcher, 2001; Griffin & Ebert, 2002). It is also used to provide information on the strengths and weaknesses of employees, which can be remedied through training and skills development to improve individual and organizational performance (DeNisi, 2008).

According to Shearer (2006), the evaluation system works best when employees are motivated by appreciation and appreciation, provide a

conducive work environment, establish good relationships and provide rewards (financial and so on) and feedback (Mucha, 2009). It also provides accountability mechanisms, the identification of individual roles and the process of analyzing and reviewing performance to improve progress. One of the most important factors in maintaining an effective performance rating defines a purpose that may include compensation, job planning, employee change documents, job evaluation, counseling and development and training (Varma, Budwar & DiNisi, 2008).

It is argued that the effectiveness of any performance appraisal system depends largely on the attitudes and behaviour of the participants in the appraisal process (De Waal, 2003). Despite attempts to address the accuracy and comprehension of the rater, the performance appraisal system failed to ensure efficiency and argued that system inputs and acceptance were equally important (DeNisi & Kluger, 2000; Atkins & Woods, 2002). The way employees perceive appraisal system, for example, should be considered more important in the evaluation of the assessment process than the less psychometric features such as halo and gentleness (Bernadin & Beatty, 1984).

One of the critical areas of performance appraisal is the response of those under the evaluation system. Staff reactions to any testing program may be positive or negative, depending on their perceptions of exercise validity (Kavanagh, Brown & Benson, 2007). This is because the concept of justice plays a role in ensuring the identification and evaluation process. The concept of injustice also has the potential to address issues related to the outcome, process or motivation of employees and the type of management they receive during the evaluation process (Coetzee, 2005; Fullford, 2005).

There is a need to ensure that the system can reliably measure employees' performance in order to determine if they should be transferred, promoted, or given sufficient incentives to improve their performance (Daoanis, 2012). To do so, management must first determine employee expectations of the current performance assessment framework, which could benefit both workers and the organization as a whole. In Ghana, performance measurement was officially introduced in the public service as part of a broader transformation of the public sector in 1993 as a means of making the service more efficient and effective in fulfilling its mandate (Ayee, 2001). However, there was no wide sectoral participation and involvement in the design of the appraisal system and implementation of the appraisal system was a challenge. The Ghana Health Service launched its performance appraisal system in 2003 (GHS, 2003). The aim was to provide employees and managers with easy-to-use and efficient tools to evaluate and improve individual and organizational performance. In addition, it was intended to serve as a tool for identifying training and development needs of the employees, linking individual and organizational performance to achieving critical health goals and utilizing the results of individual work to achieve promotions, pay increase and career advancement.

Statement of the Problem

The Ghana Health Service (GHS) has a common vision of a stable society with equal access to high-quality healthcare (GHS, 2014). The reviewed literature suggests that appraisal systems in many countries are poorly implemented, and there is a lack of knowledge and experience about them.

Duffin (2006) stated that health-care appraisal systems are inadequately implemented well in the Ghana health service. Denkyira (2014) revealed that the current performance appraisal system in the Ghana health service in Ghana does not fulfil the aspirations of the employees because it is characterised by certain flaws which need to be addressed. The widespread dissatisfaction associated with performance appraisals needs to be examined (Alam & Banerjea, 2003).

Ackah (2015) indicated that Ghana health service have been appraising their staff for promotion, pay increases and to improve the performance of staff. However, performance appraisal system still seems to be a problem in these institutions in Ghanaian context in Accra (Ackah, 2015). The researcher has observed that there are gaps on how staff performance in Ghana's health system are done specifically. The Health Nursing in the Central Region of Ghana are not an exception to these problems. Specifically, it has been observed that performance appraisal practices the Ghana health service in the Greater Accra Directorate appear not to be impacting on staff. The employees in these institutions seem to fill their forms in a rush, and most often without supervision (GHS, 2013). A study by Prah (2015) recommends that further research should to unravel the challenges of performance appraisal in the Ghana health service in the Greater Accra Directorate. This study sought to fill the research gap by examining the employee perception of performance appraisal in the Ghana health service in the Greater Accra Directorate.

Purpose of the Study

The purpose of the study was to examine the employees' perceptions of performance appraisal mechanisms affected their job performance in Ghana's health system.

Specific Objectives of the Study

To achieve this, the following specific research objectives were developed to:

1. Assess employees' perception of the various methods of performance appraisal systems available at GHS.
2. Assess employees' perception of the effectiveness of existing performance appraisal systems.
3. Examine the challenges associated with the appraisal systems
4. Examine the effect of employees' perceptions of performance appraisal on their work performance.

Research Questions

The following research questions were established based on the study's purpose:

1. What are the various methods of performance appraisal systems available at GHS?
2. What are the employees' perception about the effectiveness existing performance appraisal systems?
3. What are the challenges associated with the appraisal systems?
4. What is the effect of employees' perceptions of performance appraisal systems on work performance?

Significance of the Study

The aim of this study was to see how employees' perceptions of performance assessment systems influenced their work performance in the Ghana Health Service. As a result, the research would add to existing information about performance assessment perceptions and staff performance in the Ghana Health Service. Furthermore, this research will aid Ghana Health Service management in developing performance assessment programs that critically assess overall staff performance in order to optimize staff performance and eventually deliver services in accordance with the organization's strategic and corporate objectives. Finally, the study calls for more studies in order to improve appraisers', appraisees', and parties involved in designing assessment instruments' behaviour in the field of performance appraisal.

Scope of the Study

The research was carried out with the goal of determining how employees' perceptions of performance assessment systems affect their job performance. It targeted GSH employees, especially those at the GHS headquarters in Greater Accra, Ghana. As a result, the study's results cannot be applied to all GHS employees or all health workers in the region.

Limitation of the Study

Inadequate research on this topic in Ghana, especially in the Ghana Health Service, will be a major stumbling block. As a result, it will be difficult to use appropriately linked literatures to endorse or refute the study's findings. However, by incorporating similar studies from other sources, this constraint

can be minimized. The research was also hampered by a lack of time. Another limitation was some respondents' inability to express their true feelings; as a result, the findings' results could be influenced.

Organisation of the Study

The study is divided into five chapters, with the first presenting the study's context, problem statement, intent and goals, research questions, significance of this study, de-limitation of the study, limitation of the study, and study organization. The second chapter focused on the literature review, specifically the theoretical, empirical, and conceptual context of the research. The third chapter covered research design, population, sample and sampling technique, research instrument, data collection procedure, ethical issues, and data analysis, as well as the study's approach and methodology. The study's results and discussions were discussed in Chapter 4, and the study's overview of major findings, conclusions, and recommendations were summarized in Chapter 5. The chapter came to a close with a recommendation for further research into the topic.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter reviewed literature on Goal theory and control theory employees' perception of the various methods of performance appraisal systems available at GHS, effectiveness of existing performance appraisal system, challenges associated with the appraisal systems, effect of employees' perceptions of performance appraisal on their work performance, conceptual framework and empirical review.

Theoretical Framework

The study used as the Goal theory and control theory to examine the effect of performance appraisal on employee job performance.

Goal Theory

The goal theory is based on the work of Latham and Locke (1979), and it states that people (employees) are more motivated to succeed when they are given a reward for performing a task or behaviour, and that the reward must be defined explicitly. Goal setting, according to Akuoko (2012), aids in motivating and improving performance, particularly when the goals are demanding but embraced by employees, and feedback is provided on a regular basis.

An efficient goal, as per the theory, must have four elements: proximity, complexity, precision, and feedback (De Sanctis, 1983). When the time between reaching out and the end state is short, the target is said to be near. It is moderately challenging, not too simple to carry out, posing some

difficulties, but not too difficult, implying that success is likely. The employee must understand what he or she is expected to do in order to perform and fulfill the goal because of the goal's specifics. A specific goal directs attention and keeps it away from distractions. Feedback is critical for tracking progress against a goal because it allows the employee to determine if their actions are sufficient and in the appropriate path or whether they need to be adjusted.

In addition, this theory considers four mechanisms that relate goal attainment to performance outcomes. First, goals guide employees' attention to priorities, which happens when clear goals are set for them. These objectives motivate them to concentrate on the most important aspects of achieving the objectives. Second, goals motivate employees to work harder and more effectively. When defined goals are linked to a particular compensation scheme, employees are motivated to work harder and more effectively. Third, targets force workers to apply their expertise and skills in order to improve their chances of success within the company. Finally, when a goal is sufficiently laborious, more workers are motivated to demonstrate their diverse set of skills (Akuoko, 2012).

The importance of goal theory to this study is that it explains why workers at the GHS offer their best efforts when they know they will be rewarded for achieving a specific goal. As a result, when there is a reward for achieving the task or fulfilling the behavior that is required of them, these workers are encouraged to do so. These incentives also have an effect on their perceptions of the service's current performance assessment structures. Since workers expect incentives, they expect any input they receive during assessment activities to help them meet those objectives and, as a result,

receive their rewards (Akuoko, 20102). As a result, they consider the structure and substance of the assessment system to be in line with the objectives they have set for themselves, and as a result, they have negative views of the system when it is bad and insignificant, and vice versa. This theory is critical in determining employee expectations of an assessment method, as well as the impact of these opinions on their job productivity.

Control Theory

Since it relies on feedback as a determinant of behavior, control theory has a number of applications in the workplace (Glasser, 1984). It implies that, in order to increase employee efficiency, managers should ensure that workers are given precise and demanding targets, rather than ambiguous goals. Ambiguous expectations such as "try harder" or "do your best" have no good benchmark or direct guidance (Campion & Lord, 1982). Managers must also ensure that necessary feedback is provided to their staff as soon as possible, based on the outcomes of current performance assessment methods such as the performance evaluation method.

Furthermore, without a specific norm and clear input, an employee will struggle to recognize errors and, as a result, will be unable to make behavioral improvements that will enhance results. This can also lead to the employee having negative feelings about a company-wide performance assessment norm. According to Lord and Hanges (1987), occupational supervision can be analyzed as a management mechanism involving managers and subordinates. For example, MBO programs may use this principle to "describe and organize

the feedback loop among managers, their employees, and the tasks they are attaining as a team, as that team is a social network" (Armstrong, 2009).

Control theory also emphasizes the importance of workers seeking input on a regular basis, making it useful in fields such as assessment, check-ins, and team meetings. Concentrating on other control factors that may factor into the "system," such as social control, social environment, and cultural shifts, may lead to the application of control theory in the workplace. If the GHS Human Resource Department wants to use behavior controls, output controls, and input controls to influence their employees' behavior and job efficiency, they should use this principle. According to Chang and Jang (2008), one of the major advantages of production management is that it offers motivation and accountability, which eventually increases employee efficiency.

As a result, the theory discusses the importance of feedback on employee performance in GHS and also emphasizes on feedback as a behavior predictor. This theory goes on to describe the impact of feedback on employee efficiency, stating that when workers receive feedback on their behaviors, they become aware of the disparity between their real and anticipated performance, allowing them to take corrective action where necessary (Chiang & Jang, 2008). It also allows lower-level workers in the GHS to change their behavior and participate in the event while avoiding any risks that might arise. As a result, GHS workers regard feedback as a critical component of performance assessment, and they will depend on it to assess current performance appraisal systems.

From the theory, employees may perceive the appraisal system as effective when feedback received are in line with their expectations or are based on the appraisal given them and vice versa. It can be concluded that, control theory is very important when management of GES intends to identify perceptions of their employees toward existing appraisal systems which eventually predict their performances.

Concept of Performance Appraisal

One of the earliest and most universal management methods is performance assessment. Numerous literatures have addressed the meanings, methods, and claims of the term "performance assessment," and it is regarded as one of the instruments used in assessing actual employee productivity on a given job (Singh, 2006; Doleh & Wier, 2007). The systematic assessment of employee performance and the perception of a person's abilities for future growth and development is known as performance appraisal (Singh, 2006). Other words for it include 'performance appraisal,' 'performance analysis,' 'performance assessment,' and 'performance management.' According to Nzuve (2007), the definition of performance assessment is more commonly understood than the other words listed above, despite the fact that those terms have their own distinct meanings in a number of contexts.

Armstrong (2006, p.18) defines performance assessment as "activities in which organizations aim to evaluate workers and grow their competencies, improve performance, and allocate incentives." His concept was initially restricted to performance reviews and other limited and measurable topics, but it has progressively widened and now addresses social issues and motivational

factors of assessment. DeNisi and Pritchard (2006) characterized performance evaluation as a distinct, structured, organizationally approved event that occurs no more than once or twice a year on average. According to Abu-Doleh and Wier (2007), performance appraisal is a systematic and periodic evaluation of individual employees' job efficiency and performance in relation to pre-established requirements and organizational goals.

According to Muo (2007), performance assessment is a systematic, structured, and formalized method of assessing individual employees' job-related strengths and weaknesses in order to provide input from which performance adjustments can be produced. As a result, success evaluation has both interpretative and functional goals. Furthermore, Nzuve (2007) describes performance assessment as a method of measuring an employee's job performance over a specific time span. Furthermore, according to Aguinis (2007), performance assessment refers to the measurement of performance based on the assessments and views of colleagues, superiors, supervisors, other managers, and even staff themselves.

According to Rao (2009), performance assessment is a significant pillar in human resource growth since it is used to make important decisions such as training and development and promotion. Masri (2009) described performance appraisal as a method for reviewing and evaluating an individual's (or a team's) performance, as well as the process of appraising performance (who appraises and how it's done) inside organizations. He emphasized organizations, indicating a further shift in the concept of performance evaluation. Similarly, Dargham (2010) described it as a systematic and objective method of assessing both work-related behavior and

employee potential. Dargham went on to say that it is a process that entails determining and explaining to an employee how he or she is doing on the job, as well as developing development plans.

Performance appraisal, according to the different meanings, is a systematic assessment and ranking of individuals by their supervisors, normally at a yearly review conference or setting. This system primarily evaluates previous actions and behaviors, as well as providing an opportunity for management and staff to reflect on previous success (Dessler, 2011). Performance appraisal can also be used as a framework for developing and improving strategies and finding consensus about what can be achieved in the future if it is to be effective. Since this method is so important to both workers and the organization's progress, GHS management must ensure that current assessment processes are both successful and appropriate.

Purpose of Performance Appraisal System

According to Prowse and Prowse (2009), an organization's use of performance appraisal in general is critical in order to maximize its human capital. According to Brown, Hatt, and Benson (2010), as cited in Cleveland, Murphy, and Williams (1989), performance assessment serves two purposes: administrative and developmental. When an employee's performance is assessed as the justification for promotion, pay raise, transfer or reassignment, or termination, performance appraisal serves its administrative function. Based on this goal, performance evaluations must be conducted in such a way that they can distinguish between individuals when measured against a metric.

The developmental objective of performance assessment is accomplished, on the other hand, when the evaluation is performed for the purpose of gathering information to help the employee enhance his or her performance or as a yardstick for enhancing the organization's work in terms of hiring, choosing, positioning, and educating its employees (Brown, Hatt & Benson, 2010). They also indicated that opinions for function require information on what arose, while developmental decisions require information on how the outcome occurred. Employees are evaluated for four factors, according to Dessler (2011). First and foremost, most employers base pay and promotion policies on an employee's performance review. Second, the assessment helps the superior and subordinate to devise a strategy for addressing any shortcomings and reinforcing the subordinate's positive attributes. Third, appraisals can serve as a valuable tool for career preparation. They allow the employee's professional plans to be reviewed in light of his or her demonstrated strengths and weaknesses. Finally, appraisals are an essential part of a supervisor's performance improvement strategy.

Additionally, Ikramullah et al (2012) argue that performance evaluation exists in organizations because every organization does it, which supports Vallance's argument (1999). People believe performance evaluation works, so it exists. People are driven to perform better because they are satisfied that an assessment method is working well because they believe that a positive outcome at the end of the evaluation procedure will provide them with good rewards and incentives. As a result, performance evaluation is the most effective way to manage individuals.

The current focus of assessment, according to Chiang and Birtch (2010), is on determining employees' strengths and weaknesses, developing tailored skills supply plans, and evaluating training needs. According to Idemobi and Onyeizugbe (2011), the implementation of the performance assessment has included communication development as a goal. As a result, performance assessment can be used to convey performance differences against goals, explain task priorities, and inform training and development strategies aimed at improving human resource abilities and skills.

The same is evident in Ghana's introduction of performance appraisal in the public health sector. Performance assessment has evolved into a structured interaction between a subordinate and a supervisor, in which the subordinate's job performance is evaluated with the goal of recognizing shortcomings and strengths, as well as opportunities for progress and ability growth (Ahmad & Bujang, 2013). Appraisals are used to monitor how incentives are distributed. That is, the assessment results are used to classify the higher-performing employees who are eligible for productivity incentives and promotions.

Concurrently, assessment results are used to classify lower performers who may need counseling or, in the worst-case scenario, demotion and dismissal from the service (Ahmad & Bujang, 2013). The key goal of the GHS workers performance assessment (SPA) framework was to make it easier to use as a tool for Human Resource Management at all levels of the health care framework. It is expected to motivate health managers at all levels and locations to use SPA as a method for evaluating employee performance,

identifying training needs, and implementing consistency in the use of human resources.

Employees Perception of Performance Appraisal system

The primary goal of a performance assessment system is to assess employee honesty, but since these processes are run by humans, there can be no assurance of complete objectivity. Perception is subjective, according to Reitz (1997), in that only certain characteristic of an entity or event influence a given person, while others are overlooked or have no impact. Individual stimuli are considered to have a relationship with one another in a predictable sequence, which organizes perceptions. When addressing the performance assessment process of every company, it is important to understand how appraisers and appraisees view the PA system in particular.

According to Boswell and Boudreau (2000), the intent of PA has an impact on rating processes and results, and employee attitudes can differ based on how the PA is perceived. Attitudes and attitudes regarding various aspects of the PA framework (for example, fairness and accuracy perceptions, appraisal interview conduct, and appraisal satisfaction) have long been recorded.

In terms of work satisfaction and organizational commitment, Levey and William (1998) suggested that there is a role for perceived information in projecting evaluation reaction. Employees that believe they understand the organization's appraisal system are more likely to favor important organizational parameters in the future, they are more likely to accept and favor the appraisal system and its feedback, they have higher job satisfaction,

they are extremely loyal to the organization, and they are more likely to rate the PA as fair.

Furthermore, the performance reward contingency could regulate the relationship between perceived evaluative use and evaluation feelings, so that employees who receive positive results will be happy with evaluative PA use, while those who receive negative results will not. Employee interpretation is conditioned by subjectivity and driven by certain significant mistakes, according to a study conducted by Boachie-Mensah and Seidu (2012). It demonstrates that the findings have significant managerial implications in terms of teaching, motivation, and resource allocation for successful performance assessment.

In a similar vein, an analysis of civil servants' views of the different objectives of the performance appraisal framework in two public sector departments in Pakistan yielded a wide range of findings regarding the purpose of performance appraisal. The civil service's performance assessment method elicited a wide range of responses from respondents. The research reveals that civil servants have a strong belief that the organization's performance assessment method is not being used to accurately track their performance (Ikramullah et al. 2012).

According to studies, civil service workers are not fully aware of the reason for which performance evaluation is oriented in their organization, except that when questioned about the intent of the appraisal in promoting employee advancement, there is a high response. Furthermore, the function of the performance assessment method is not well understood by civil servants, as evidenced by their performance feedback and appraisal rating feedback.

Furthermore, performance appraisal reports were not issued on a regular basis at the end of each year to document employees' performance; as a result, the anomaly ultimately affected civil servants' promotion considerations (Ikramullah, et al., 2012).

Perception of Performance Appraisal in Organisations

Employees' perceptions of performance assessment revolve around whether the method has a positive or negative effect on them. It demonstrates whether workers are driven to perform better when given positive feedback, or whether they are demotivated and lose interest in their work (Masri, 2009). The interpretation of performance assessment is rarely taken into account, despite the fact that it is critical for both workers and the organization. If employees do not recognize this, they may needlessly suffer in the organization. When an employee enters an organization, he or she has a certain degree of anticipation from it; expectation of development, as the organization also requires a lot from him or her.

Negative performance reviews will significantly impair him/her mentally and cause him/her to lose interest in the work. There will be a shift in one's mindset, which would be problematic for both the person and the organization. An employee will be unmotivated to work against the organization's goals. Many workers believe that their promotion or salary increase is largely dependent on their success. As a result, employees are caught in a bind and see the situation as a case of 'survival of the fittest' (Grote, 2010). Most workers believe that their success is only evaluated at the

end of a term, and that in order to advance in the company, they must be diligent in their job.

Employees' supervisors' feedback can simply define the level of performance obtained, according to Esu and Inyang (2009). As a result, it is important for GHS managers to perform the assessment process appropriately.

Employee Perception on Methods of Performance Appraisal

Various methods for conducting staff performance appraisal are highlighted in literature. These methods include rating scale, check lists, 360 degrees, work standards, management by objectives (MBOs) critical incidents, comparative methods, field review and the essay method (Armstrong, 2009; Stone, 2010). However, Numerical Rating Scale, Management by Objective (MBO), 360-Degree Appraisal, Critical Incidence and Behaviourally Anchored Rating Scale (BARS) have been identified as the most popular tool used by most employers (Lopez, 2015; Drucker, 2006).

Literature also points out that the Numerical Rating Scale is one of the most widely used methods, and tends to be highly effective. Lopez (2015) argues that Rating Scale is beneficial because it can be customised to rate whatever employee traits of characteristics deemed important. It involves rating individuals on a scale with lower numbers being satisfactory and higher numbers being unsatisfactory.

Management by Objectives (MBO) requires the manager and the employee sitting together to determine objectives, and the manager occasionally assesses whether the objectives have been met. Engaging the employee can create great opportunities for the employees and a good working

relationship between the employee and the manager. Drucker (2006) indicates that Management by Objective requires setting goals that are objectively measurable and mutually agreed on with the employees (Drucker, 2006; Adofo, 2011).

The 360 degree appraisal works by gathering feedback from multiple parties such as the manager, co-workers, and everyone that is familiar with the person. Lopez (2015) states that many employers prefer this method because of the unbiased data they receive and the multiple dimensional vantage points it creates (Lopez, 2015). According to Mathias and Jackson (2004), 360 degrees feedback recognises that the manager is no longer the sole source of performance appraisal data. Instead, various colleagues and constituencies supply feedback about the employee to manager, thus, allowing the manager to obtain input from a variety of sources. Mathias and Jackson (2004) again postulate that, the sole purpose of 360 degrees feedback is not to increase reliability by soliciting like-minded views but rather to capture the various evaluations of the individual employees' different roles.

The Critical Incident Method (CIM) involves the manager identifying and describing specific events where the employee did something really well or something requiring improvement. The Behaviourally Anchored Rating Scale (BARS) described by Drucker (2006) works by looking at the interpersonal relationship of the employee. The method uses specific narratives to outline whether a behaviour needed to complete a job is good or poor.

Effect of Performance Appraisal on Employee performance

Richards (2010) found that performance appraisal can provide an indication of areas of training need as well as direction for leadership development, performance improvement and succession planning. The results of a Pakistanian study demonstrate a critical association between performance appraisal/ evaluation and performance of employees (Khan, Khan & Khan, 2017). Results show there is positive relationship between performance appraisal and employee' s performance (Iqbal, Ahmad, Haider, Batool & Qurat-ul-ain, 2013). Arising out of the performance appraisal reviews, it was revealed that the training which employees received led to an improvement in job performance.

In a Nigerian study, performance appraisal reviews showed that when feedback reports were effectively used, they led to improved employee performance (Akinbowale, 2013). In an Ethiopian study, it was concluded that high quality performance appraisal is likely to generate higher level of employee performance while a low-quality performance appraisal may result in a lower level of employee performance (Bekele, 2016). In Kenya, findings showed that there is a significant relationship between performance appraisal and worker's performance (Wanjala & Kimutai, 2015; Mwema & Gachunga, 2014). Performance appraisal system is an important drive that looks for better, more accurate, more cost-effective ways for of evaluating job performance and employee motivation. Performance appraisal system is a significant technique aimed at enhancing the performance of the employee in the organisation (Vasset, Marnburg & Furunes, 2011). Manoharan, Muralidharan and Deshmukh (2009) posit that performance appraisal is an

important management tool to assess employees' efficiency in the workplace, and may be defined as a structured formal interaction between a subordinate and supervisor that usually takes the form of a periodic review which could be annual or semi-annual to evaluate work performance. Performance appraisal is intended to engage, align, and coalesce individual and group effort to continually improve overall organizational mission accomplishment (Grubb, 2007).

In some organization's appraisal results may be used to determine relative rewards in the firm who should get merit pay increases, bonuses, or promotions. Similarly, appraisal results can be used to identify the poorer performers who may require some form of counselling, demotion, dismissal or decreases in pay (Grubb, 2007). Vance (2006) stated that, performance appraisal provides a basis for identifying and correcting disparities in performance appraisal is used for promotion, performance pay increase, training and career development, promotion and placement, recognition and rewards, disciplinary actions, and identifying selection criteria.

Performance appraisal serves as a strategy focusing on the employees choosing behaviours required to attain goals of the organisation with success. An appraisal system helps to make decisions on needed areas of employee development, and assess human resource policies and programmes. The aims of relating compensation with performance and other human resource choices is to enable staff have better performance (Fisher, Schvenfeldt & Shaw, 2009). Although Performance Appraisal may serve multiple goals, providing the information relevant for various personnel decisions, including promotions and rewards, employee development and training programs, and performance

feedback (Cleveland, Murphy and Williams, 2009), underlying these objectives in an ultimate purpose to improve employee performance under a broader scope of performance management systems (DeNisi & Pritchard, 2016).

According to Kohli and Deb (2010) an effective performance appraisal system has five components which include performance planning, managing of performance, performance review /assessment, performance monitoring and rewarding of performance. Performance appraisal systems comprises of established performance standards, a method of determining individual performance, comparison against standards and an evaluation of performance based on the comparison. The first step of establishing performance standards outlines the employees' job responsibilities. The job standards are set against the worker performance. The second step involves pegging the worker performance (such as traits approach, behavioural approach, ranking methods, alternation ranking, and results methods, productivity measures, 360 degrees evaluation and Management by Objectives (MBO). Thirdly, there is comparison against standards. At some point, the individual work record is compared with the standards set for the job. Fourth, an evaluation of performance is made pegged on the comparison. Performance appraisal is often considered one of the most important human resource management functions (Selvarajan & Cloninger 2008), and an effective performance appraisal and management system is an integral part of organisation's human resource management effectiveness (Guest 1997 cited in Selvarajan & Cloninger, 2011).

Challenges of Performance Appraisals

Selvarajan and Cloninger (2011) argue that there are a number of issues associated with the performance appraisal process and these include poor design, lack of attention to the organisational culture, and unwillingness to confront issues of poor performance, as well as time pressure. The next section looks at the different performance review process and their effect on employee motivation while looking at the past oriented and future oriented methods.

Turkson (2012), identified seven (7) weaknesses in performance appraisal. These he mentioned as extreme leniency, extreme strictness, halo effect, central tendency, biases, recency, and errors of first impression. Variations in the consistency of reporting standards can quickly lead to a feeling of dissatisfaction and injustice. There are many potential sources of rating errors including, for example, perceptual distortions such as stereotyping and the halo effect (Mullins, 2010). Inaccurate performance can create dissatisfaction from job and ultimately can affect the employee's loyalty with the organisation. Grobler et al., (2011) identified the challenges of performance appraisal as Halo effect, Horn effect, Rater's bias, Leniency, Strictness, Overall ratings, Spill-over effect, Appraisal Conflicts Conflict of interest, First impression: Some raters may form an overall impression based on some specific qualities or features of the ratee in the first meeting itself and carry this forward. Latest behaviour: Different rater's patterns, shifting standards and at times, an appraisal is influenced by the most recent behavior, personal likes and bias.

Walters (1995) outline the main Performance Appraisal challenges in the performance appraisal process. Walters (1995) identified the evaluation criteria is one of the biggest issues that any organization's top management faces. The specified parameters should be set in quantifiable or measurable terms for evaluation purposes. Lack of competence is also considered as one of the challenges. The evaluators should have the necessary skills and the experience. They should have the experience and training required to properly carry out the assessment process. Another challenge is rating and assessment errors: Some personal bias-based errors such as stereotyping, halo effects (i.e. one trait that affects evaluators rating for all other traits), etc., that creep into the evaluation process. The rater should therefore exercise objectivity and fairness in assessing and rating employee performance.

Resistance: The assessment process can face resistance from the workers due to fear of negative ratings. Hence, the employees should be communicated and the intent as well as the assessment process should be clearly explained. The expectations should be articulated clearly, and every employee should be made aware of exactly what is required of them. Judgment of an employee's abilities and contribution as assessed through the performance measures and personal development plans or whatever, is the central act of appraisal. But judgment is suspect. As well as the possibility of an appraiser responding to malice or prejudice when they make an assessment, there is the possibility of more insidious distortions of judgment. Grobler, Warnich, Carrel, Elbert and Hatfiel (2011), asserted that rating problems should be recognised and minimised by trained supervisors and other raters. Appraisers should not only become aware of the most common rater errors,

but should also learn how to avoid committing them. All methods of PA are subject to errors, but training and information can minimise many of them.

The appraisal process may face resistance from the employees and the trade unions for the fear of negative ratings. Therefore, the employees should be communicated and clearly explained the purpose as well the process of appraisal. The standards should be clearly communicated and every employee should be made aware that what exactly is expected from him/her (Byars and Rue, 2004). Depending upon the raters own standards, values and physical and mental makeup at the time of appraisal, ratees may be rated very strictly or leniently (Moats 1999) According to Kurt (2004) some of the managers are likely to take the line of least resistance and rate people high, whereas others, by nature, believe in the tyranny of exact assessment, considering more particularly the drawbacks of the individual and thus making the assessment excessively severe.

Concept of Work Performance

Work output can be characterized in two ways, according to Aguinis (2007). First, it is regarded as a product or effect of behavior, i.e., the outcomes of completing assigned tasks. Second, job output refers to an employee's personal behavior, so it also refers to something that workers do rather than what they achieve or the outcome of their work. Work efficiency, according to Honiball (2008), is characterized as any action or behavior that contributes to the achievement of organizational objectives. Employees who believe that the company is attempting to meet their needs may feel a sense of guilt toward it if they perform well at work.

One of the most important purposes of employees' involvement in activities linked to goal recognition and input, according to Baron and Greenberg (2008), is to improve job efficiency. Employees commitment towards the organisation is enriched when they sense that organisational feedback is geared towards supporting them and they in return perform better (William, 2010). Blanchard and Witts (2009) were of the view that, when organisations fail to take the time to actively recognise and reward good performance, the desire for the job declines with every unrecognised success.

In view of this, employees also need to be actively involved on decision making and thus allow them to contribute to policies that could affect them. This is because, if employees are fully involved, implementing these changes go in line with their performances as compared to employees who are neglected during decision making processes (Agarwal, Datta, Blake-Beard & Bhargava, 2012). Furthermore, according to Armstrong and Taylor (2014), employee success is determined not just by what they do, but also by how they accomplish their goals. As a result, the results of a performance assessment may have a huge impact on an employee's performance, either positively or negatively.

Measuring Employee Work Performance

Some scholars have propounded key factors for measuring performances of employees an organisation (Gomes & Gomes, 2011; Irimu et al., 2014). For instance, Gomes and Gomes (2011) in their work, "Performance Measurement and Stakeholder Perceptions: Assessing Performance through the Dimensions of Stakeholder Expectations",

constructed a criterion for measuring employee performance. The performance measurement factors comprised work output, punctuality to work, quality of work, loyalty to one's organisation and work efficiency. These performance measurement factors have been adopted and used in several literatures (Irimu et al., 2014).

Any of these factors were used to assess the performance of health workers in a report by Irimu et al. (2014) on "factors affecting performance of health workers in the management of chronically ill children at a Kenyan tertiary hospital." Work output, work productivity, and work quality were used as success factors in their research. As a result, these considerations were also used to evaluate the performance of GHS employees in the report. As a result, the following considerations are discussed.

Work output is a generally accepted factor used to measure the performance of an employee (Irimu et al., 2014). It is seen as the output of an employee within a given period of time. Typically, one's output is compared to another employee doing same or similar work in order to ascertain his/her performance. For instance, if employee A's output is compared with employee B and A's performance was found to be higher than B then the supervisor concludes that, A's performance is higher than B and vice versa. Work output is therefore an important measurement of an employee's performance and thus used in several organisations. An employee's work output is usually used to determine motivational incentives and also make policies in terms of training methods required, promotion among others.

Employee's Punctuality

Punctuality to work as a measurement could pose a serious threat to an employee's performance (Gomes & Gomes, 2011). For instance, if due to inadequate motivational incentives, workers frequently absent themselves or report late to work, it could affect the overall performance of the organisation. The punctuality of workers plays a key role in measuring their performance due to the fact that regular absenteeism and lateness to work lead to poor performance because an employee may not be able to complete the number of hours expected of him/her within a period.

Quality of Work Done

Quality of work done can also be used to measure the performance of workers (Gomes & Gomes, 2011). Quality is seen as a key parameter used in measuring the performance of workers usually in the services sector therefore, it cannot be ignored in GHS. Quality is defined as an individual or organisation's ability to meet and exceed customers' expectations (Paul, 2009; Wisniewski, 2001). Quality of work done is usually dependent on several factors including motivational incentives given to them as well as their perception toward existing performance appraisal systems. If employees perceive an appraisal system as poor, their performances in terms of quality are greatly affected and vice versa. Quality of work done are mostly determined by the job standard thus, requirements of the job. Therefore, an employee's work is seen as quality if he/she is able to accomplish them according to standards or requirements (Irimu et al., 2014). It is therefore an important performance measurement tool used in several organisations.

Employee Loyalty

Loyalty to a service can also be used to measure the performance of GHS workers. Loyalty is seen as being faithful and devoting ones' self to a cause (Gomes & Gomes, 2011). If workers feel demotivated in their work places, they usually become disloyal to the organisation thus, either intend to leave or perform poorly. Usually, loyal workers are mostly committed to their organisations and they feel a part of them, therefore, do their best in helping to achieve expected goals. The long-term success of any organisation more than ever depends upon the loyalty or commitment of its workers.

Organisations that fail to build good employee relationships thus ensuring they remain loyal to them mostly witness high turnover and poor organisational performances (Armstrong, 2009). To ensure employees perform beyond expectations, Gomes and Gomes proposed that, organisations measure their employee's performances by considering their loyalty to them. This would help them establish policies or measures geared towards employee satisfaction thus inducing them to remain loyal and eventually produce expected performances.

Work Efficiency

Work efficiency can also be used to measure workers' performance (Gomes & Gomes, 2011). Work efficiency is seen as a state of being able to accomplish a task with minimum waste of time and effort (Riddoch et al., 2007). It is also seen as one's physical or mental effort geared toward the production or accomplishment of a given task. An employee's performance cannot be effectively measured if work efficiency is ignored and it is mostly

dependent on several factors including level of motivation, feedback from performance appraisal, among others. For instance, highly motivated workers usually perform their work efficiently thus, are highly rated as against less motivated workers.

Empirical Review

This section provides the empirical results from related literature

Employee's Perception of Performance Appraisal and Work Performance

Kwamifoli (2017) examined the perceptions of fairness of performance appraisal and organizational commitment among employees of Ghana health service in Cape Coast and Ho (Doctoral dissertation, University of Cape Coast). The target population for the study consisted of all employees of Ghana Health Service within the Cape Coast Metropolis and Ho Municipality who had been appraised on the current appraisal system. Data were collected from 519 employees of Ghana Health Service (GHS) at the Cape Coast and Ho in Ghana. The results indicated that when employees perceived their appraisal to be fair, it had positive consequences on perception of their commitment. Education and age could predict perception of fairness, while age and gross salary had the propensity to promote hard work and employee retention. Performance targets of some health workers were not linked to institutional goals on critical health targets including MDGs. Results revealed that appraisal was mainly for promotion to the neglect of personal and institutional development.

Offei, Kusi and Mensah (2019) explored the challenges of staff performance appraisal in two Colleges of Community Health Nursing in Central Region (Ghana) and existing support systems. The sequential explanatory mixed methods design, which involved the collection and analysis of both quantitative and qualitative data was used for the study. The quantitative phase of the study involved a census frame of 40 College tutors, who responded to a structured questionnaire, while the qualitative phase involved a semi-structured interview with 4 Senior Tutors and 4 Junior Tutors, selected through maximal variation sampling technique. The quantitative data was analysed using descriptive statistics such as means and standard deviations, while the qualitative data was used to support the quantitative data when necessary. The study revealed that the major challenges to the appraisal of the performance of the tutors in the Colleges included the appraisees' lack of understanding of the processes involved, irregular feedback to appraisees, and setting overly challenging goals for appraisees.

In Ghana, Falila (2013), conducted a study into the performance appraisal practices of Tamale Polytechnic, the case study organisation. The study sought to find out what methods of performance appraisal the Polytechnic used and the benefits that employees derived from performance appraisal. The research was also conducted to identify the problems in the current appraisal system and how these could be solved to motivate the employees to put in their best performances. One hundred (100) questionnaires were administered with a retrieval rate of 68%. Data were analyzed using SPSS and presented in charts and figures for easy understanding. The research found that performance appraisal was partly

practiced in Tamale Polytechnic. The research found further that it was only when staff were going to be promoted that performance appraisal was carried out.

Bekele, Shigutu and Tensay (2014) assessed the perception of performance appraisal practice of office of the auditor general and its effect on employees performance. In conducting this study, the required data is obtained through structured questionnaires and interview. Basically, a total of 134 questionnaires were distributed to the sampled employee, among these 119 were returned, of which, 9 responses are uncompleted. Thus, 110 returned questionnaires (i.e. representing 82% of response rate) are analyzed using statistical package for social science (SPSS version 16). In the analysis descriptive statistics, correlation analysis and simple regression analysis was performed. The correlation analysis result indicated employees' perception of performance appraisal practice had positive and significant relationship with employee performance appraisal practice had positively and significantly influence work performance.

Vignaswaran (2005) conducted a study in Peninsular Malaysia on the correlation between performance appraisal satisfaction and employee outcomes, in which 900 questionnaires were distributed, 311 of which were retrieved and used for data analysis (representing 33% response rate), descriptively confirmed that the level of employees' satisfaction with performance appraisals was high. The average level of work output was 3.85, with a standard deviation of 0.49, according to the report. The correlation analysis indicated a positive but weakly correlated ($r=0.162$, $p<0.01$) relationship between performance appraisal satisfaction and work

performance, while regression analysis showed a positive relationship between performance appraisal and work performance ($\beta=0.116$, $p<0.001$).

Performance assessment, according to Vance (2006), is intended to engage, coordinate, and unite person and group commitment in order to continuously enhance the execution of the overall organizational task. He mentioned that performance appraisals serve as a foundation for recognizing and addressing performance gaps. As a result, he claims, performance assessment is activity-based. It can also serve as a basis for other employee behavior, such as (1) performance compensation, (2) promotion and placement, (3) recognition and incentives, (4) training and career growth, (5) defining selection criteria, and (6) disciplinary actions, according to him. He went on to say that the performance of these acts is largely determined by (1) processes and metrics (criteria), (2) community, and (3) participants' subjective attitudes and needs in their jobs.

Ahmed, Ramzan, Mohammed, and Islam (2010) carried out an empirical study on the impact of performance appraisal on attitudinal outcomes and organizational performance with a sample size of 250, of which 123 were retrieved, and found a statistically negative and significant relationship ($r=-0.811$) that indicated a clear correlation between the respondents' perception of performance appraisal and organizational performance. Alwadaei (2010) collected 258 data from survey respondents in a study on employees' perceptions of satisfaction with performance appraisals at Bahrain's electricity and water authority. The study's descriptive findings showed that performance assessment satisfaction is poor, with a mean of 2.66

and a standard deviation of 1.14. Employees are unhappy with the current performance assessment scheme, according to the report.

According to Monis and Sreedhara (2010)'s study of the correlates of employee satisfaction with India's performance assessment method, respondents' satisfaction with the model is moderate, with a mean of 3.50 and a standard deviation of 1.141. Out of a total of 163 questionnaires distributed, 129 answers were completed (representing 79.14 percent response rate) and used for data analysis. Furthermore, according to Daoanis (2012), performance assessment activities have a substantial and beneficial effect on employee performance. It is evident that scholars agree that performance assessment is a method of measuring an individual's performance (Bohlander & Snell, 2007; Dessler, 2008; Vallance, 1999).

In the case of Pakistan, Saeed and Shahbaz (2011) conducted a report on employees' perceptions of the efficacy of performance assessment. Out of a total of 150 questionnaire administered, 137 responses were completed and used for data processing (representing 91.33 percent response rate). Employees' perceptions of the efficacy of performance assessment are strong, with a mean of 4.02 and a standard deviation of 0.515, and the level of work performance is also high, with a mean of 4.12 and a standard deviation of 0.846, according to the findings. The results showed that the sampled workers are happy with the current performance assessment scheme, which has resulted in improved job performance.

In a study conducted by Fakharyan, Jalilvand, Dini, and Dehafarin (2012) on the impact of performance appraisal satisfaction on employees' performances using the moderating influence of motivation in the workplace

of Tehran, Iran, it was discovered that there is a significant relationship between performance appraisal satisfaction and employee job performance on a significance level of $p \leq .05$ ($r=0.15$, $\text{sig}=0.001$) and performance appraisal satisfaction and turn over intention was significant on the level of $p \leq .05$ ($r=-0.77$, $\text{sig}=0.001$). However, the results of the regression analysis indicate that satisfaction with performance appraisals has a significant but minor ($\text{beta} = 0.08$) effect on job performance. The study used an unintended sampling method, with 77 samples chosen from a total of 404 populations.

A research on organizational justice in performance appraisal systems and job performance was also performed by Warokka, Gallato, Thamendren, and Morothy (2012). Data was obtained from 151 randomly selected respondents for this analysis. The study's descriptive findings showed that performance assessment satisfaction was moderate, with a mean of 3.49 and a standard deviation of 0.76, and job performance was moderate as well, with a mean of 3.70 and a standard deviation of 0.46. Furthermore, a study of Pakistani civil servants found that PAS is not functioning optimally and is incapable of achieving the desired outcomes (Ikramullah, Shah, Khan, ul Hassan & Zaman, 2012). In the Philippines, however, it has been observed that the majority of public sector workers receive either a Very Satisfactory or Outstanding performance ranking. Berman (2011) noticed, ironically, that the general public views civil servants as incompetent and inefficient in the nation. The majority of empirical literatures showed that employees' perceptions of performance assessment had a significant and optimistic relationship with job performance, according to the reviews above.

Conceptual Framework

Below is a representation of the conceptual framework for this study based on the literatures reviewed. Figure 1 presented the graphical relationship between the independent and dependent variables.

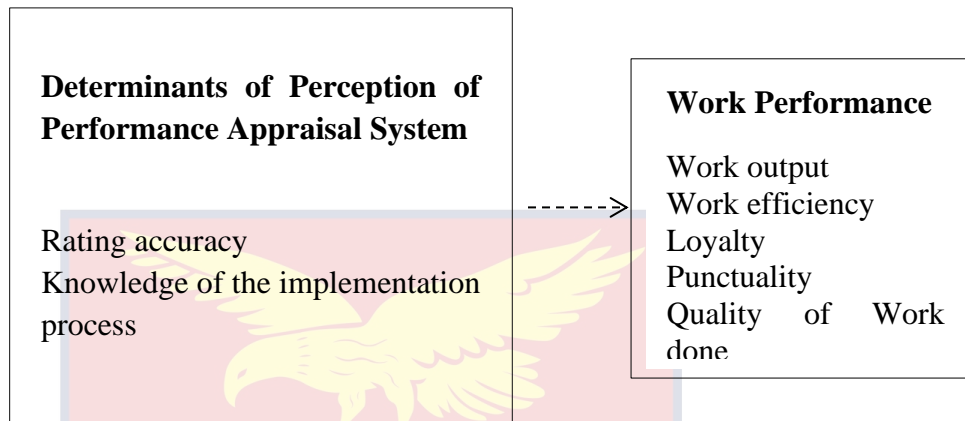


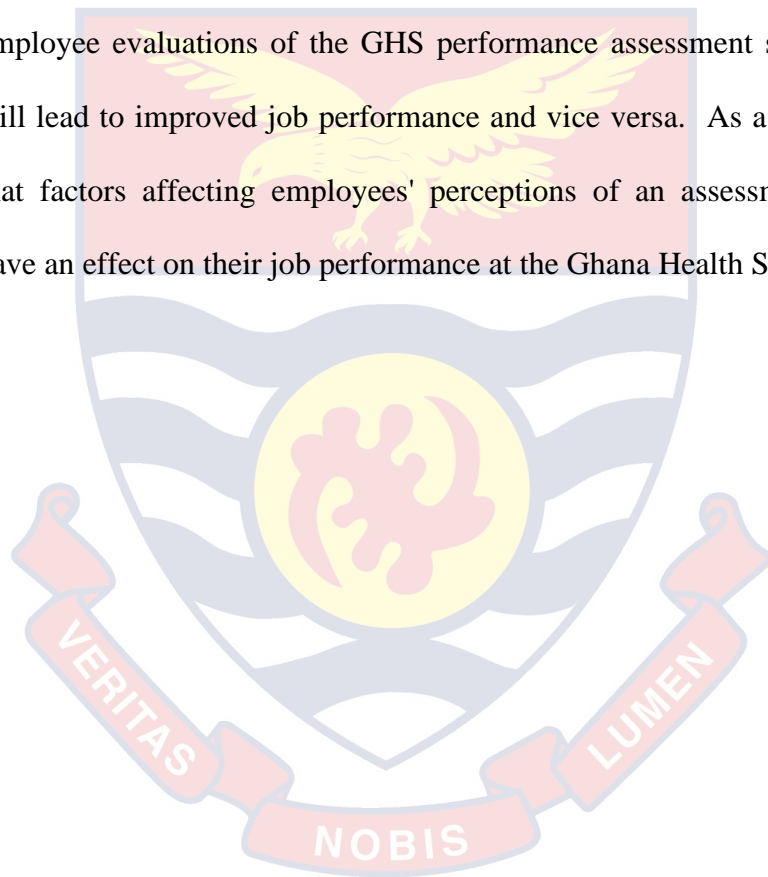
Figure 1: Conceptual Framework of the study

Source: Ohene-Saforo (2021)

As shown in Figure 1, key factors such as nature, purpose, benefit and effectiveness of an appraisal system determine are the various areas employees consider when perceiving performance appraisal systems and this forms the independent variables of the study. These variables were tested against the dependent variable which comprised the various measurement factors of work performance.

As a result, the study examines the influence of employees' perceptions toward performance appraisal systems on job performance at GHS. The study's perception variables would examine the relationship and its effects on the dependent variable. Employee performance is based on their perceptions of current assessment processes, as seen in Figure 1, and therefore their perceptions will be measured as either negative or positive, which will predict their performance.

Employee perceptions of the performance assessment method play a significant role in their output at GHS. Employees that have a good mindset will help to build a positive work climate and therefore achieve better results. Employees' perceptions of the essence or intent of the GHS's performance assessment method, for example, may have an impact on their work performance. Employees' perceptions of the scheme, whether they believe it is less effective, may have an impact on their job efficiency. Similarly, optimistic employee evaluations of the GHS performance assessment system's efficacy will lead to improved job performance and vice versa. As a result, it is clear that factors affecting employees' perceptions of an assessment system can have an effect on their job performance at the Ghana Health Service (GHS).



CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter covers the research design, the population, sample and sampling techniques, data collection instruments, data collection procedures, pilot testing and data processing and analysis.

Research Approach

The study further employs the quantitative research approach which deals with explaining phenomena by collecting numerical data that are analysed using mathematically based methods. Generally, quantitative research uses data collection approach such as surveys, observations where numerical data can be ascertained and secondary data sources. Quantitative research focuses on gathering numerical data and generalizing it across groups of people or to explain a particular phenomenon (Babbie, 2010). The main objective of quantitative research is to assess the relationship between variables. It also underscores how a manipulated variable influences another variable under a defined condition and setting (Mujis, 2010). The main advantage with the employment of quantitative approach is that it allows for replication of the same phenomenon and therefore has high reliability level.

Research Design

The study used a descriptive research design. A descriptive research design, also known as a descriptive survey, is a study whose aim is to create an accurate representation of people, events, or circumstances (Riddoch, Mattocks, Deere, Saunders, Kirkby & Tilling, 2007). Also, according to

Creswell (2003), descriptive survey research design is important in establishing measurable causes and effects relationships between variables studied. If the aim of a study is to explain the strength of the relationship that occurs between the variables, Christensen (1985) believes that a quantitative survey is the best method to use.

A descriptive survey is used to gather accurate and factual information about a current phenomenon. One of the advantages of descriptive research design is that it aids in the collection of a large number of responses from a diverse group of individuals, and it can also be used with greater confidence when dealing with particular questions of special interest or importance to a study (Creswell, 2003). Despite these advantages, descriptive surveys have some disadvantages, such as the time required to ensure a representative sample, develop and pilot data collection instruments, and ensure a high response rate. Furthermore, the number of questions that can be estimated in any questionnaire for respondents has a limit. Despite these limitations and the fact that other research designs were available, the descriptive survey design was chosen as the best fit for the study.

Population

The target population of the study comprised Two hundred and forty-five (245) employees, doctors, nurses, administrators of the Ghana Health Service (GHS) regional directorate in Ghana's Greater Accra district. The population was used because employees had gone through the appraisal system. These staff members are appraised yearly as part of the requirement for their performance, promotion and for assessing their training needs and career progression in the service.

Sample and Sampling Procedure

Given the population's size, as well as the time and resources available, it was difficult to collect data on the entire population. To overcome these challenges, the study drew a sample from the entire population. According to Field (2005), the larger the study's sample size, the more likely it is to be representative of the entire population. Furthermore, the sample size of the study was calculated using the Krejcie & Morgan (1970) table, as cited in Hill (1998).

To obtain a reliable estimate for this analysis, a simple random sampling method was used to pick a sample from the population using the Krejcie and Morgan (1970) table. A sampling frame of the total sample was developed by assigning a number to each member of the sample derived from the table. This method was chosen because it reduces bias to the barest minimum and to guarantee that the sample used in the study was a true and fair representative of the population of all workers in the Accra Regional Directorate. The study therefore sampled one hundred and fifty (150) workers from the population.

Data Collection Instruments

The study used primary source data. The study used questionnaire to gather data from the respondents. A questionnaire is a form of survey that uses a standardized collection of questions. A questionnaire can help you meet a greater number of people at a lower cost than an interview, reduce interviewer bias, and more. Despite the various advantages of using questionnaires, low answer rates, clarity problems, and potential literacy issues are some of the disadvantages.

The questionnaire was divided into five parts, the first section of the items covers the demographic variables of the data. The second section B covers Assess employees' perception of the various methods of performance appraisal systems available at GHS. The section C of the question assess employees' perception of the effectiveness of existing performance appraisal systems. The section D captured the challenges associated with the appraisal systems and section covered the effect of employees' perceptions of performance appraisal on their work performance.

The items on the questionnaire were measured on A 5-point Likert scale was used for all research materials. Respondents were asked to indicate for each item their level of agreement. Each product had a five-point scale ranging from 1 = strongly disagree, 2 = strongly disagree, 3 = not sure, 4 = strongly agree and 5 = strongly agree. The likert scale is used because it is easy to construct, makes it easier to respond to responses, facilitates classification, and respondents are more likely to respond to all silent statements and capture respondents' opinions (Kothari & Garg, 2014). The questionnaires were personally developed and painstakingly read by colleagues and supervisors to ensure the information's reliability and validity. In order to prevent data manipulation, the questionnaire was personally distributed to the respondents with the help of two permanent staff from the Accra Regional Directorate.

Data Collection Procedures

Prior to collection of data, preliminary contacts were made with the administrative head and the respondents (workers) in the Accra Regional

Directorate. Permissions were granted by them based on the assurances that, the confidentiality of information from the respondents were assured, therefore no one would fall victim to information leakages and also, the exercise was solely for academic purposes. This was also done in order to encourage respondents to offer their honest opinions. To ensure a high response rate, a deadline was set for collecting all filled questionnaire, and completed questionnaires were handed over to the institution's two permanent staff members during my absence. A period of two weeks (10 working days) was therefore devoted to the exercise.

Despite the permission by the administrative head and respondents to carry out with the data collection activities, some respondents were not interested in answering the questionnaires with the excuse that they had busy schedules thus, could not find time to fill the questionnaires on time. In spite of the two full weeks devoted for the exercise, one extra week was added to fully accomplish the exercise due to delays on the part of some respondents in completing the questionnaires and also, difficulties in retrieving completed questionnaires from some respondents due to their absence from post based on both personal and work-related reasons and others also had tight work schedules. Due to the compelling challenges of the novel COVID 19, the researcher encrypted the questionnaire into links and circulated same to the respondents through emails and WhatsApp platforms of the respondents

Ethical Consideration

The research also considered the ethical issues it would undoubtedly face and, as a result, proposed solutions to solve them. The respondents were

assured that their answers would be kept completely confidential and that no portion of their information would be disclosed. This was done to protect the confidentiality of the respondents. In order to prevent deception, the intention of the study was also extensively explained to the respondents. Furthermore, prior to the exercise, permission was obtained from the relevant authorities, and respondents were required to participate willingly. The aim of research ethics is to ensure that no one is injured or suffers any negative effects as a result of their participation in research (Coper & Schindler, 2007). All ethical concerns were handled properly with this in consideration.

Data Validity and Reliability

To ensure validity and reliability of the data to be collected, formulated questionnaires were pre-tested to establish their validity before they are administered to the respondents. The questionnaires were structured to enhance the research objective. Further, the researcher discussed details the contents and the structure of the questionnaire with the supervisor before going to the field to ensure validity. The researcher has ensured the validity of the findings by reviewing the research instruments by given the instrument to the researcher's supervisor.

The supervisors to check the items on the instrument for readability, clarity and comprehensiveness and then recommended which items should be contained in the final instrument. Based on the supervisor's comments and recommendations, ambiguous and obscure questions were revised. In addition, items or questions that are unclear are reworded and irrelevant questions were also discarded. Cronbach's Coefficient Alpha was used to measure or test the reliability of the research instrument. The Statistical Package for the Social

Sciences (SPSS) version (22) was used. The reliability of the study was examined with the Cronbach's Alpha As a rule. Cronbach's Alpha value between 0.70-1.00 is considered adequate measure of internal consistency of the constructs being tested. Several scholars (Hinton et al., 2014; Pallant, 2010; Sekaran & Bougie, 2011) suggested that reliability results of 0.70 and above should be considered as high reliability. The closer the coefficient alpha is to 1.0, the better the reliability of the measure.

Data Processing

Credible reviews were performed at the end of the data collection process to edit and ensure error-free data, and all incomplete and inconsistent questionnaires were properly deleted before coding. The quantitative analysis approach was used to analyse the results. Quantitative analysis entails the use of tables or graphs to depict the rate of occurrence, as well as the use of statistics to facilitate comparisons, ranging from the establishment of statistical relationships between variables to complex statistical modelling (Saunders et al, 2007). The Statistical Package for Social Sciences (SPSS) v22 program was used to analyse the data's results.

Data Analysis

The data collected was edited, coded into Statistical Package for Social Science (SPSS) version 22. The researchers checked for errors that may have occurred during data entry. Descriptive statistics such as mean and standard deviation was were used the research research question one, two and three. The results were statistically summarized in the form of tables. Preliminary associations among the study variables were assessed using correlations which

were tested at 95% confidence level (level of significance, $\alpha = 0.05$) and 99 percent confidence level (level of significance, $\alpha=0.01$). The linear multiple regression was conducted to examine the effect of performance appraisal on employee performance.

The Multiple Regression Model followed this format:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where;

Y=Employee performance

β_0 =Constant

X_1 = Rater accuracy

X_2 = Perception of implementation process

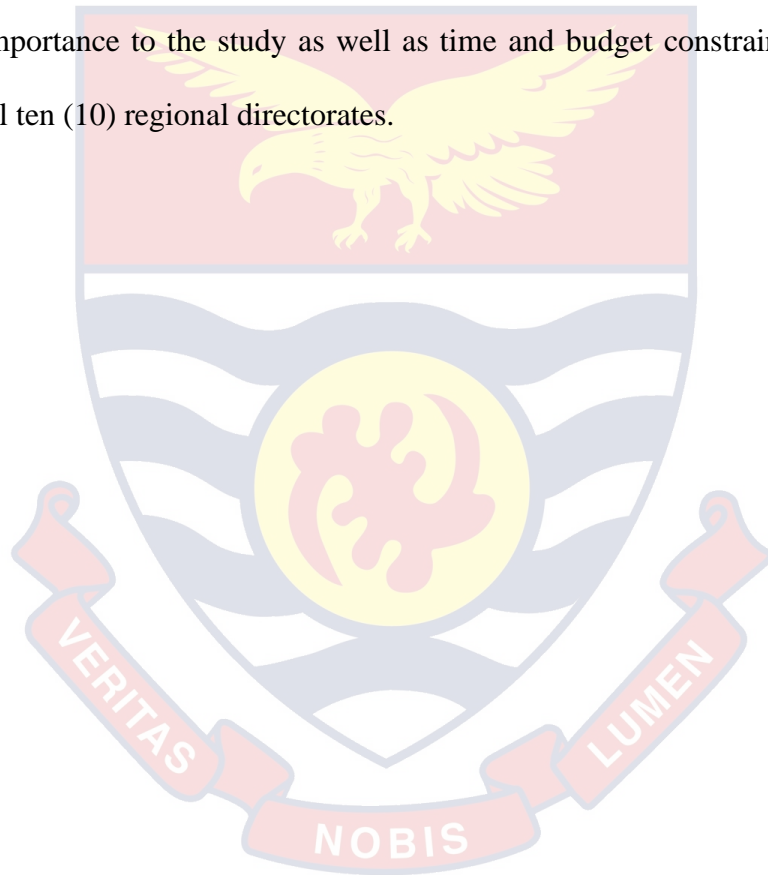
ε =error term

Tests of Assumption/Diagnostic Tests

In statistical analysis, all parametric tests assume some certain characteristics about the data, also known as assumption. Violation of these assumptions changes the conclusion of the study and interpretation of results. In this study the Q-Q plot was used to test the assumption of normality where the observed value and expected value were plotted on a graph. To test the assumption of collinearity, VIF and condition indices were used where a value of $VIF > 10$ indicating presence of multi-collinearity. Normality test was used to test for the normality of the dependent variable Y. The study, therefore, conducted Kolmogorov- Smirnov and Shapiro-Wilk tests to test the normality of the dependent variable Y.

Chapter Summary

Based on the discussion of the study's research methods above, it was established that a descriptive survey was the most suitable research design for the study's purpose. Data was collected using self-administered questionnaires, and the data was analyzed using quantitative methods such as descriptive and inferential statistics. The research was also restricted to staff in the Greater Accra Regional Directorate of the Ghana Health Service (GHS) due to their importance to the study as well as time and budget constraints in addressing all ten (10) regional directorates.



CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presents the results and discussion. The purpose of the study was to examine the employees' perceptions of performance appraisal mechanisms affected their job performance in Ghana's health system. The presentation is divided into three parts. The first section examines the socio-demographic characteristics of the sampled respondents. The second section assess employees' perception of the effectiveness of existing performance appraisal systems, the challenges associated with the appraisal systems, the effect of employees' perceptions of performance appraisal on their work performance. looks at how workers feel about different performance appraisal programs. The third factor discusses the issues associated with the Ghana Health Service's assessment processes and success evaluation. A total of 150 questionnaires were distributed to the organization's respondents. However, after sorting, six (6) questionnaires proved to be null and unusable due to non-compliance, leaving a total of 144 questionnaires that were correct. This translates to a 96 percent retrieval rate, which indicates a high response rate.

Demographic Information

Table 1: Background information

	Frequency	Percent
Male	84	58.3
Female	60	41.7
Below 30 years	48	33.3
30-40 years	72	50.0
41-50 years	24	16.7
Certificate	24	16.7

Table 1 continued

Degree	84	58.3
Diploma	24	16.7
Master`s Degree	12	8.3
Below 5 years	48	33.3
6 -10 years	84	58.3
11 & above years	12	8.3
Total	144	100

Source: Field Survey, (2021)

Table 1 depicts the Bio data of the respondents sampled. With eighty-four (84) respondents representing 58.3% being males and sixty (60) respondents representing 41.7% were females. The distribution appeared sampled for the study were largely dominated by males. With respect to analysis of the age category of the respondents showed that, forty-eight (48) respondents representing 33.3% of the respondents fall below 30 years of age whereas 50% and 16.7% of the respondents were between the age grouping (30-40) and (40-50) respectively. This implies the age distribution of the respondents sampled were largely dominated by the ages below 40 years.

In terms of the educational qualification of the respondents sampled, twenty-four (24) representing 16.7% had certificates and Diploma each; while, 58.3% and 8.3% had their bachelor degrees and master`s degree respectively. This implies majority of the respondents sampled had their bachelor degree in the field of nursing and its related fields; also, all of the respondents sampled had at least attained certificates in their field of study and this implies they had the necessary knowledge on the topics under discussion.

Analysis of the work experience showed that vast majority of the respondents standing for 58.3% had worked for about 6-10 years while 33.3% had been in service for less than 6 years and the least being twelve (12)

respondents being employed in sector for about 11 years and beyond representing 8.3%.

The Research Question One: Employees’ Perception on the Methods of Performance Appraisal Systems

The Research question one sought to examine the Employees’ perception on the methods of performance appraisal systems. In order to answer this research question, eleven items on a five-points Likert agreement scale were employed. The responses were coded as follows: Strongly disagree (1); Disagree (2); Uncertain (3); Agree (4) or strongly agree (5). In order to interpret the scores, mean and standard were used to give an in-depth understanding of members’ responses. The mean scores were interpreted as follows: 1.00-1.49 (Strongly disagree); 1.50-2.49 (Disagree); 2.50-3.49 (Uncertain); 3.50-4.49 (Agree); 4.50-5.00 (Strongly agree). the results are presented on Table 2

Table 2: Employees’ perception on the methods of performance appraisal systems

Statements	M	SD
The Graphic Rating Scale one of the appraisal systems available at GHS	3.83	.802
Management by Objective (MOB) is also one of the appraisal systems available at GHS	4.58	1.119
GHS uses the Ranking Method as an appraisal system	3.17	1.348
GHS uses the 360-degree appraisal method as a performance appraisal system	3.25	1.366
The Checklist method is also used to appraise my performance	4.00	1.477
One of the appraisal systems available at GHS is the Essay appraisal method	3.75	1.094

Mean scale: 1.00-1.49 (*Strongly disagree*); 1.50-2.49 (*Disagree*); 2.50-3.49 (*Uncertain*); 3.50-4.49 (*Agree*); 4.50-5.00 (*Strongly agree*)

Source: field work (2021)

The results showed that the respondents rated the statements “the Checklist method is also used to appraise my performance as high ($M = 3.83$, $SD = .802$). The respondents agree that Management by Objective (MOB) as the employee appraisal systems available at Ghana Health Service ($M = 4.29$, $SD = 1.119$). The results showed that Checklist method is also used to appraise my performance in Ghana Health Service ($M = 4.00$, $SD = 1.477$). The results showed that the respondents agree that appraisal systems available at GHS is the essay appraisal method ($M = 3.75$, $SD = 1.094$).

However, respondents were indecisive on whether their employers use the following appraisal systems; that is “the 360-degree appraisal method ($M = 3.25$, $SD = 1.366$), ranking method ($M = 3.17$, $SD = 1.348$). The results showed that the ranking methods and 360 feedbacks were rate as moderate meaning the Ghana Health service not often used the two methods of the appraisal. The findings of this research collaborate with an empirical research finding of Chiang and Birtch (2010) that classified checklist and MOB as methods commonly used by organisations in appraising employees.

Research Question Two

The Research Question Two: Employees’ Perception of the Effectiveness of the Performance Appraisal Systems

The Research question Two sought to examine the employees’ perception of the effectiveness performance appraisal systems. In order to answer this research question, eleven items on a five-points Likert agreement scale were employed to examine the employees’ perception of the effectiveness performance appraisal systems. The responses were coded as

follows: Strongly disagree (1); Disagree (2); Uncertain (3); Agree (4) or strongly agree (5). In order to interpret the scores, mean and standard were used to give an in-depth understanding of members' responses. The mean scores were interpreted as follows: 1.00-1.49 (Strongly disagree); 1.50-2.49 (Disagree); 2.50-3.49 (Uncertain); 3.50-4.49 (Agree); 4.50-5.00 (Strongly agree). The results are presented on Table 3

Table 3: Employees' perception of the effectiveness performance appraisal systems

Statements	Mean	Std. Deviation
The performance assessment scheme, in my opinion, covers how GHS's goals were met independently.	3.83	.901
I also believe that the data generated by the performance assessment method corresponds to my expectations.	3.75	1.014
The performance assessment scheme, in my opinion, is fair and flexible to all workers.	3.25	1.304
The performance assessment scheme, in my opinion, allows for feedback and recommendations.	3.58	1.041
Performance assessment, in my opinion, is a method for evaluating my current performance.	3.83	.690
I believe that the assessment framework is capable of identifying my training and growth requirements.	3.83	.901
The assessment framework, in my opinion, acts as a mechanism for providing input to workers about how we did in reaching goals.	4.17	.555
The evaluation method, in my opinion, acts as a mechanism for evaluating candidates for promotions, transfers, and retention.	3.83	1.285
The assessment method is useful in my opinion because it can measure and score my results.	4.17	.555
The assessment method, I believe, has been helpful in improving my ability to progress.	4.42	.642

Table 3 continued

When the assessment framework is checked and updated on a regular basis to ensure its efficacy, I believe it is successful.	4.25	.724
I believe the assessment method is successful because it accurately represents how well I perform over time.	4.00	.819
Mean scale: 1.00-1.49 (<i>Strongly disagree</i>); 1.50-2.49 (<i>Disagree</i>); 2.50-3.49 (<i>Uncertain</i>); 3.50-4.49 (<i>Agree</i>); 4.50-5.00 (<i>Strongly agree</i>).		
Source: field work (2021)		

Respondents were also questioned about how they felt about the Ghana Health Service's current Performance Appraisal scheme. Table 3 depicts their perceptions they hold about the existing performance appraisal systems. From the analysis with respect to the following statements; The assessment framework, in my opinion, acts as a mechanism for providing input to workers about how we did in reaching goals. The assessment method is useful in my opinion because it can measure and score my results. The assessment method, I believe, has been helpful in improving my ability to progress. When the assessment framework is checked and updated on a regular basis to ensure its efficacy, I believe it is successful”, “I believe the assessment method is successful because it accurately represents how well I perform over time”) majority of the respondents sampled agreed with an average mean response rate of 4.202 and an average deviation of 0.659 response rate.

Again, with respect to the following statements (‘The evaluation method, in my opinion, acts as a mechanism for evaluating candidates for promotions, transfers, and retention., ‘The performance assessment scheme, in my opinion, covers how GHS's goals were met independently, ‘I also believe that the data generated by the performance assessment method corresponds to my expectations, ‘The performance assessment scheme, in my opinion, allows

for feedback and recommendations’, ‘Performance assessment, in my opinion, is a method for evaluating my current performance’ *and* ‘I believe that the assessment framework is capable of identifying my training and growth requirements; respondents rated and majority agreed that indeed these were some of the perceptions they had about the existing performance appraisal system available with an average mean response of 3.775 and an average deviation of 0.972. Meanwhile, a reasonable number of the respondents disagreed.

However, with respect to the statement: “*I have the perception that, the performance appraisal system is fair and flexible to all employees*”; majority of respondents were indifferent with a mean response of 3.25 and a deviation of 1.304. Portion of the research analysis disagree with research finding of Vallance (1999) which stated that employees perceive performance appraisal systems as fair and flexible to all. The analysis revealed however that quiet a significant number of the employees do not believe that the appraisal system was fair and flexible. This may raise some level of suspicions if the employers use only appraisal systems to promote and upgrade employees

The research Question Three: Challenges Associated with the Appraisal Systems

The research Question Three sought examine the challenges associated with the appraisal systems. In order to answer this research question, eleven items on a five-points Likert agreement scale were employed to examine the employees’ perception of the challenges associated with the appraisal systems. The responses were coded as follows: Strongly disagree (1); Disagree (2); Uncertain (3); Agree (4) or strongly agree (5). In order to interpret the

scores, mean and standard were used to give an in-depth understanding of members’ responses. The mean scores were interpreted as follows: 1.00-1.49 (Strongly disagree); 1.50-2.49 (Disagree); 2.50-3.49 (Uncertain); 3.50-4.49 (Agree); 4.50-5.00 (Strongly agree). The results are presented on Table 3

Table 4: Challenges associated with the appraisal systems

	Mean	Std. Deviation
The content of the appraisal system is usually unclear and incomplete	3.33	1.183
The evaluation criteria is one of the biggest issues that any Ghana health service face in appraising employees	3.75	.597
I feel that the appraisal system is bias because it suits some workers but not all of us	3.75	.724
The training and development methods provided by GHS is not in line with the appraisal system	3.42	1.041
There is no appeal process if I do not agree with the performance appraisal score or results	3.75	1.094
I think that my organisation does not conduct performance appraisal in the best possible way	4.00	.916
The appraisal system contains some information which are irrelevant to me	3.58	1.119

Mean scale: 1.00-1.49 (*Strongly disagree*); 1.50-2.49 (*Disagree*); 2.50-3.49 (*Uncertain*); 3.50-4.49 (*Agree*); 4.50-5.00 (*Strongly agree*).

Source: Field Survey, (2021)

Furthermore, respondents were assessed on the challenges facing performance appraisal systems at GHS. From the analysis it is obvious majority of the respondents agreed that indeed their various organizations did not conduct performance appraisal in the best possible way with a mean response of ($M=4.00, SD=0.916$). The evaluation criteria is one of the biggest

issues that any Ghana health service face in appraising employees ($M=3.75$, $SD=0.597$). The respondents felt that the appraisal system is bias because it suits some workers suit them ($M =3.75$, $SD=.724$). The respondents agreed that there is no appeal process if I do not agree with the performance appraisal score or results ($M =3.75$, $SD=1.094$). The appraisal system contains some information which are irrelevant to them ($M =3.58$, $SD=1.119$). The regular assessment of performance leads to employee motivation.

The majority of them were indifferent ($M=3.443$; $SD= 1.1143$). This implies many others disagreed to these statements. Although Performance Appraisal may serve multiple goals, providing the information relevant for various personnel decisions, including promotions and rewards, employee development and training programs, and performance feedback (Cleveland, Murphy and Williams, 2009), underlying these objectives in an ultimate purpose to improve employee performance under a broader scope of performance management systems (DeNisi & Pritchard, 2016).

Finally, with respect to the following statements; (“Feedback given to me by management based on the appraisal system does not reflect my actual job performance”, majority of the respondents agreed that indeed these were some of the challenges facing performance appraisal systems at GHS with an average mean of 3.75 responses and an average deviation of 0.805 responses. This shows that many others of the respondents remained uncertain on these statements with respect to challenges facing the performance appraisal system in the GHS.

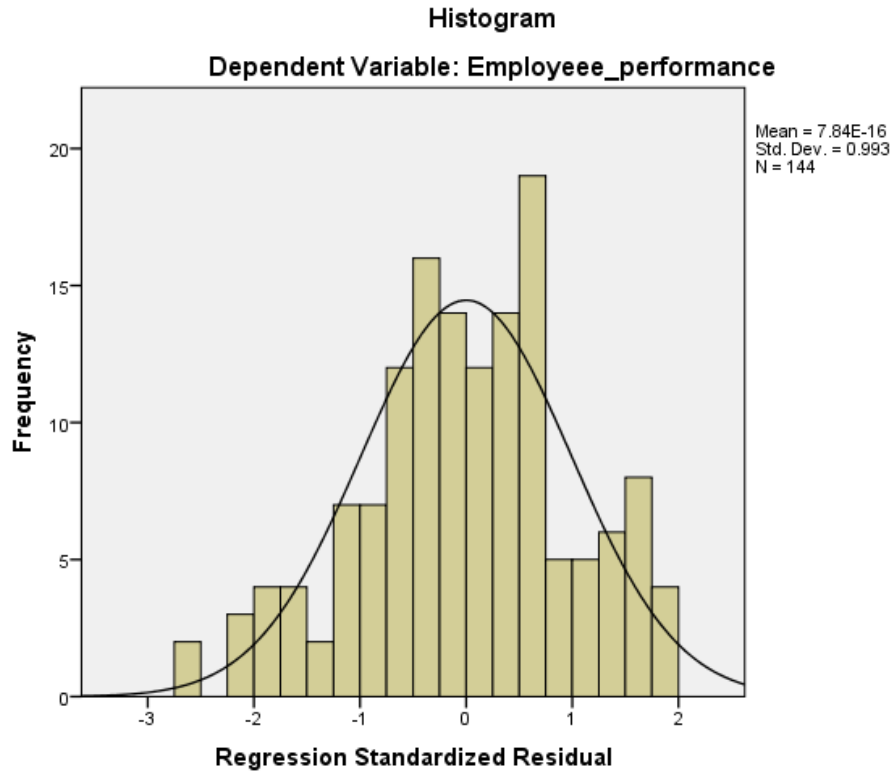
The challenges outlined in this research confirms a study conducted by Meyer and Therscovitch (2001) who found that performance appraisal systems

as any other systems is faced with challenges which include but not limited to; ambiguity of the content, feedback not being reflection of job roles of the employees and other related factors. Performance appraisal serves as a strategy focusing on the employees choosing behaviours required to attain goals of the organisation with success. An appraisal system helps to make decisions on needed areas of employee development, and assess human resource policies and programmes.

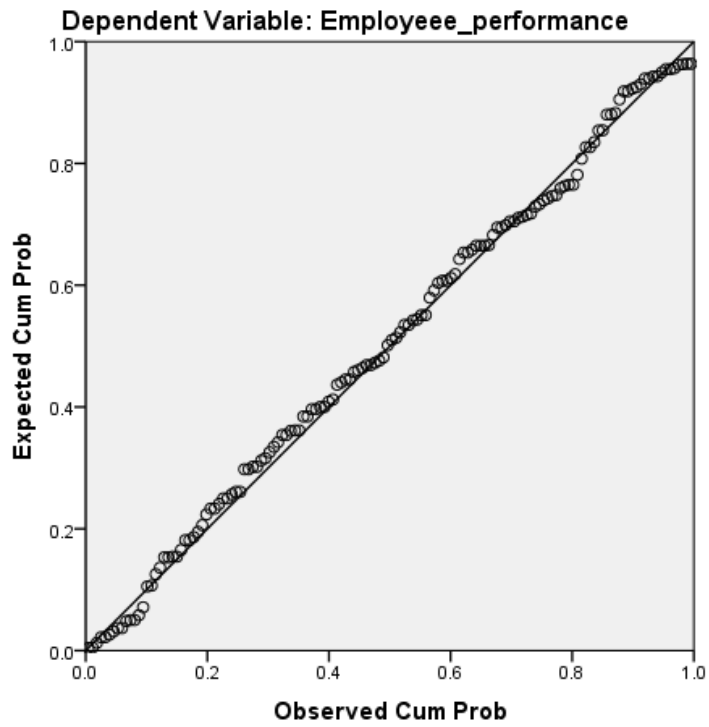
Research Question Four sought to examine the effect of performance appraisal on employee performance

Multiple Regression Analysis

To answer the research question four, linear multiple regression analysis was conducted to examine the effect of performance appraisal on employee performance. The study checked the normality assumption using the histogram which showed that the data was normal as shown in Figure 2



Normal P-P Plot of Regression Standardized Residual



Multicollinearity Test

Multicollinearity was tested using variance inflation factors (VIF). According to Field (2009) when VIF are greater than 10 and tolerance value are less than 0.1 then, there is an indication of multicollinearity. The results clearly show that Multicollinearity was not present as shown in the Table 5 below.

Table 5: Multicollinearity Test

Variables	Tolerance	VIF
Rating accuracy	.456	2.195
Implementation of appraisal	.456	2.195

Source: Field Survey (2021)

Table shows that the VIF for all the independent variables ranges from .456 to 2.195 while the tolerance values range from .456 to 2.195. These variables have a VIF that is less than 10 and tolerance value more than 0.1. Therefore, the results imply that there were no symptoms of multicollinearity among the variables.

Durbin Watson Test

Durbin-Watson is a test statistic that is used to detect the presence of autocorrelation. The Durbin-Watson for all variables is 2.357 which showed that there was no autocorrelation problem. The Durbin-Watson value should be between 1.5 to 2.5 as indicated by (Alseed, 2005).

Table 6: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.647 ^a	.419	.410	2.55734	2.204

a. Predictors: (Constant), Implementation_process, Rater_accuracy

b. Dependent Variable: Employee_performance

The model summary as shown in Table 6 showed that the R value was .780a indicating that there is a positive relationship between implementation process, rater accuracy and employee performance. The R² of .419, indicated that 41.9% of the variance in employee performance at Ghana Health Service is explained by employees' knowledge on implementation of process, rater's accuracy has statistically significant positive effect on employee performance in Ghana Health Service. The other factors not studied in this research contribute 58.1% of the retirement planning. The finding agree with that of Richards (2010) who found that rating accuracy, employee knowledge on implementation of appraisal process has significant positive effect on employee performance in Ghana Health Service. Iqbal, Ahmad, Haider, Batool and Quratulain (2013) found that there is positive effect of performance appraisal on employee performance.

The results in Table 7 showed the ANOVA results at 95% level of significance.

Table 7: ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	663.860	2	331.930	50.754	.000 ^b
	Residual	922.140	141	6.540		
	Total	1586.000	143			

a. Dependent Variable: Employeee_performance

b. Predictors: (Constant), Implementation process, rate_accuracy

The results of ANOVA Table 7, revealed that the entire model was significant with the $F(2, 141) = 50.754, p = 0.000 < 0.05$. This is an indication that the model can be relied upon. It can be concluded that performance appraisal at GHS has significant positive effect on employees' performance.

Table 8: Regression Coefficients^a

Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Beta			Tolerance	VIF
1	(Constant)	5.959		4.595	.000		
	Rater_accuracy	.288	.358	3.760	.000	.456	2.195
	Implementation_process	.264	.336	3.535	.001	.456	2.195

a. Dependent Variable: Employee_performance

Source: Field Survey, (2021)

The predictors were determined using multiple regression analysis with significance level of 0.000. The findings are as shown in Table 8. When all the two variables were considered all of the variables were found contributing significantly to the regression equation.

The Multiple regression model was as follows:

The regression equation was given as $Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$

Y= Employeee_performance

C= Constant

X₁= Rater_accuracy

X₂ = Implementation process

E= error term

$$Y = 5.959 + .288X_1 + .264X_2 + e$$

The findings in Table 8 showed that when holding all other variables constant, the employee performance would be at 5.959. The beta value is (b =.288, t=3.760, p<0.000). It can be observed that unit improvement in rating accuracy while holding all other factors constant, would leads to 288 in employee performance. This was statistically significant at p<0.05. The beta of implementation of performance appraisal process value is (b=.262, t=3.535, p<0.000). It can be observed that unit improvement in accuracy while holding all other factors constant, would leads to .264 in employee performance. This was statistically significant at p<0.05. the finding agrees with Vasset, Marnburg & Furunes (2011) who found that performance appraisal system has significant effects on employee performance in the organisation. The study further support that of Manoharan, Muralidharan and Deshmukh (2009) who found that performance appraisal is an important management tool to assess employees efficiency in the workplace.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

Introduction

This section of the study summarizes the findings, conclusion and recommendations made. The purpose of the study was to examine the employees' perceptions of performance appraisal mechanisms affected their job performance in Ghana's health system. The specific research objectives were developed to: assess employees' perception of the various methods of performance appraisal systems available at GHS, assess employees' perception of the effectiveness of existing performance appraisal systems, examine the challenges associated with the appraisal systems, examine the effect of employees' perceptions of performance appraisal on their work performance. Data was collected using self-administered

Summary of Findings

1. The finding showed that the Ghana Health Service the use checklist method to appraise employees, Management by Objective (MOB) as the employee appraisal systems. The respondents were indecisive on whether their employers use the 360-degree appraisal method, ranking method, showed that the ranking methods and 360 feedbacks were rate as moderate meaning the Ghana Health service not often used the two methods of the appraisal.
2. Furthermore, it was noticed that employees perceived the existing appraisal systems as a tool for providing feedback to them about work targets set by the service. Respondents again perceived the appraisal

system as effective because it can be used evaluate and rate their performance and has been effective in enhancing their capacity to improve work. The analysis further revealed that the appraisal system is viewed as effective when it is periodically reviewed and changed.

3. The finding showed that the feedback given to the employees on appraisal results does not reflect my actual job performance. The analysis further revealed that the majority of the employees felt that the organisation did not conduct the performance appraisal in the best possible way.

4. The finding showed that R^2 was .419, indicated that 41.9% of the variance in employee performance at Ghana Health Service is explained by employees' knowledge on implementation of process, rating accuracy. The findings mean that performance appraisal has statistically significant positive effect on employee performance in Ghana Health Service.

Conclusions

From the discussions and the analysis made the following conclusions were drawn. The study concludes that the Check List Method and Management by objective (MOB) are the appraisal systems available and use at Ghana Health Service. Furthermore, the employees perceived the existing appraisal systems as effective that serves also as a tool for providing feedback to them about work targets set by the service. But stated that appraisal systems have not been periodically reviewed.

The study further concludes that the organisation does not conduct the performance appraisal in the best possible way, since employees are not sure of the feedback received from Management. A change in the appraisal system and employee performance will result in a better work output.

Recommendations

The following recommendations for improving employee understanding and job efficiency at the Ghana Health Service were made based on the study's results and analysis:

1. The study recommends that human resource division of Ghana Health Service should hold regular training and seminars for managers and employees on the performance assessment standards in all the departments to inform all managers and employees about performance management and appraisal, as well as what is required of everyone.
2. The Ghana Health Service's management should be flexible, open, and attentive by establishing clear performance standard and give the employees orientation to help them understand the entire performance assessment process.
3. Management should be clear, equitable, and realistic in their application of job standards and work rules across all job categories, and workers should be involved in all performance assessment decisions. Provide timely feedback to workers so that they can realize where they have fallen short. Planning and continuous observation was conducted based on the work description for continuous professional growth and performance enhancement.

4. The study recommends that the standard measures should be used evaluate employees evaluators should have the necessary skills and the experience. They should have the experience and training required to properly carry out the assessment process.



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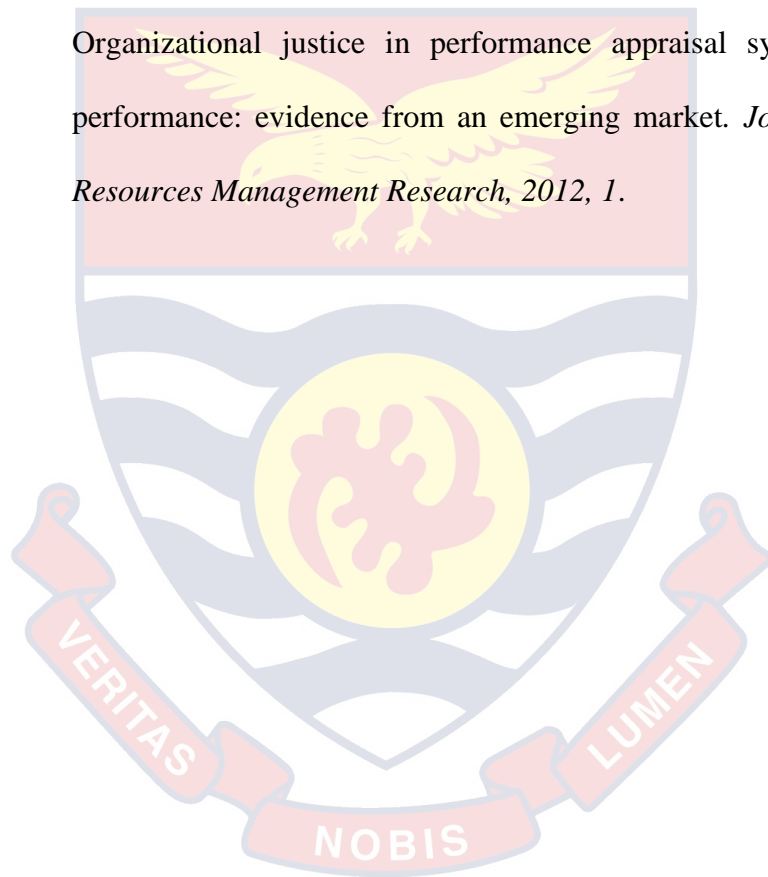
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APPENDIX A

QUESTIONNAIRE

Employees perception of performance appraisal and job performance in Ghana health service (GHS) is the subject of my dissertation research. Your input is extremely valuable to the research. Any piece of information you provide will be kept completely private. Thank you for agreeing to take part in the research.

Section a: socio-demographic information

1. Sex
Male [] Female []
2. Age:
Below 30 years [] 30-40 []
41-50 years [] Over 50 years []
3. Level of education
Certificate [] Diploma []
Degree [] Master's Degree []
Other (Please specify)
4. Job Position.....
5. Work experience

SECTION B: EMPLOYEES’ PERCEPTION OF THE VARIOUS PERFORMANCE APPRAISAL SYSTEMS

On a scale of 1 – 5, please rate your perception of the various Performance Appraisal systems in your organization. With 1- Least Agreement and 5- Highest Agreement

Appraisal Systems	1	2	3	4	5
B1: The Graphic Rating Scale one of the appraisal systems available at GHS					
Management by Objective (MOB) is also one of the appraisal systems available at GHS					
GHS uses the Ranking Method as an appraisal system					
In my organization, the 360-degree appraisal method is used as a performance appraisal system					
The Checklist method is also used to appraise my performance ⁸					
B6: One of the appraisal systems available at GHS is the Essay appraisal method					

SECTION C: EMPLOYEE PERCEPTION ABOUT PERFORMANCE APPRAISAL SYSTEMS

On a scale of 1 – 5, please rate your perception about the existing Performance Appraisal system in your organisation. With 1- Least Agreement and 5- Highest Agreement

Factors	1	2	3	4	5
The performance assessment scheme, in my opinion, covers how GHS's goals were met independently					
I also believe that the data generated by the performance assessment method corresponds to my expectations.					
The performance assessment scheme, in my opinion, is fair and flexible to all workers.					
The performance assessment scheme, in my opinion, allows for feedback and recommendations					
Performance assessment, in my opinion, is a method for evaluating my current performance.					
I believe that the assessment framework is capable of identifying my training and growth requirements					
The assessment framework, in my opinion, acts as a mechanism for providing input to workers about how we did in reaching goals					
The evaluation method, in my opinion, acts as a mechanism for evaluating candidates for promotions, transfers, and retention					
C9: The assessment method is useful in my opinion because it can measure and score my results					
The assessment method, I believe, has been					

helpful in improving my ability to progress					
When the assessment framework is checked and updated on a regular basis to ensure its efficacy, I believe it is successful					
I believe the assessment method is successful because it accurately represents how well I perform over time.					

SECTION D: CHALLENGES ASSOCIATED WITH THE APPRAISAL SYSTEMS

On a scale of 1-5, rate you level of agreement with the challenges facing performance appraisal systems at GHS. With 1- Least Agreement and 5- Highest Agreement

Challenges	1	2	3	4	5
The content of the appraisal system is usually unclear and incomplete					
Feedbacks given to me by management based on the appraisal system does not reflect my actual job performance					
I feel that the appraisal system is biased because it suits some workers but not all of us					
The training and development methods provided by GHS is not in line with the appraisal system					
There is no appeal process if I do not agree with the performance appraisal score or results					
I think that my organization does not conduct performance appraisal in the best possible way					
The appraisal system contains some information which is irrelevant to me					

SECTION E: MEASUREMENT OF WORKERS PERFORMANCE

Please indicate the extent to which these factors are used to measure your work performance at GHS. With 1 – Least in agreement and 5 – Highest in Agreement

Factors	1	2	3	4	5
GHS uses my work output to measure my performance					
My Punctuality to work is also a factor used to measure my performance at GES					
The Quality of work I do is used to measure my performance					
Loyalty to GHS is also used to measure my performance					
My ability to work efficiently is used to measure my work performance at GHS					

THANK YOU FOR YOUR PARTICIPATION