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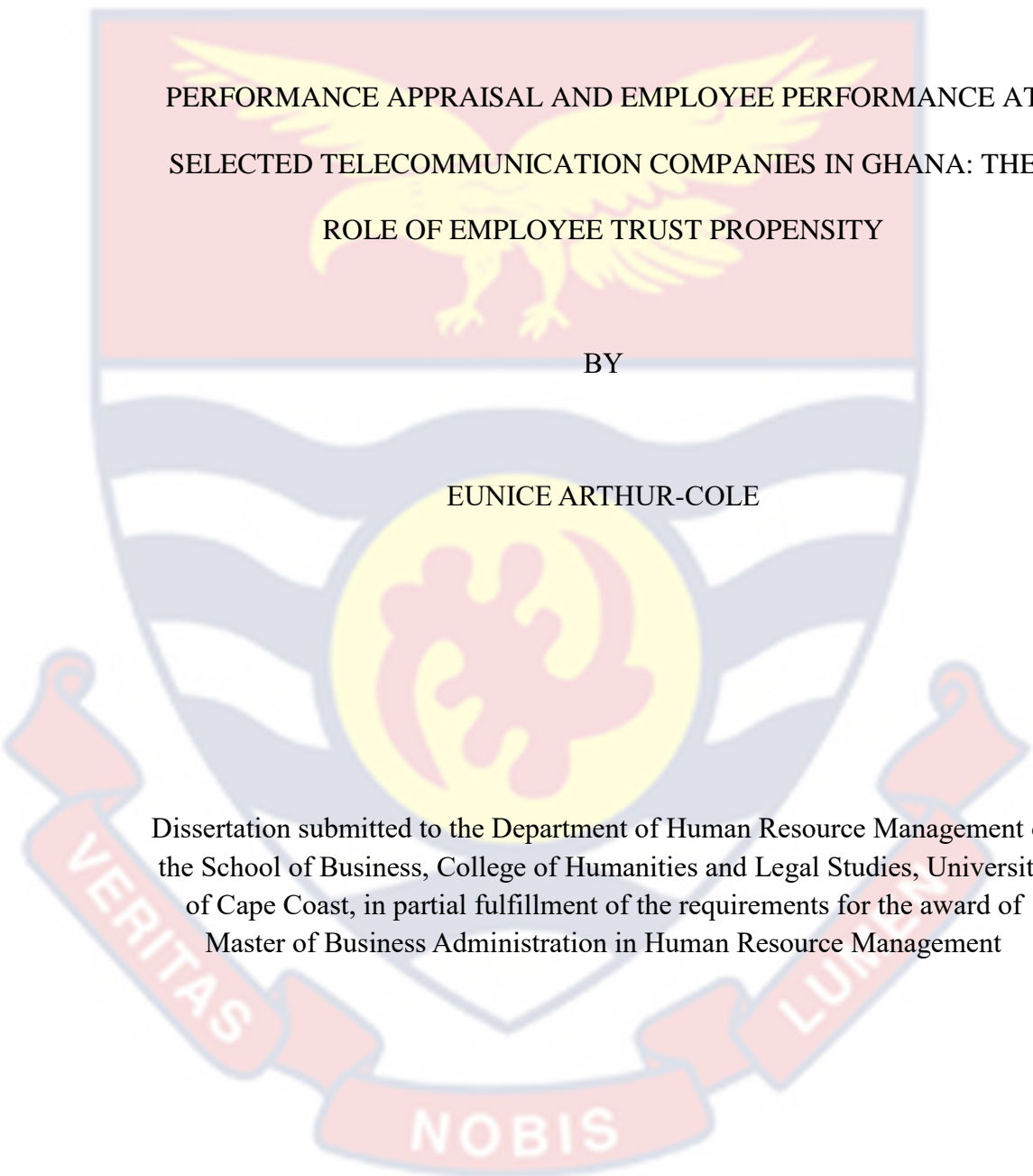


PERFORMANCE APPRAISAL AND EMPLOYEE PERFORMANCE AT  
SELECTED TELECOMMUNICATION COMPANIES IN GHANA: THE  
ROLE OF EMPLOYEE TRUST PROPENSITY

EUNICE ARTHUR-COLE

2024

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The background of the page features a large, faint watermark of the University of Cape Coast crest. The crest is a shield with a red top section containing a yellow eagle with wings spread. Below the eagle are three wavy blue and white horizontal stripes. In the center of the shield is a yellow circle containing a red stylized human figure. At the bottom of the shield is a red banner with the Latin motto 'VERITAS NOBIS LUMEN' in white capital letters.

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BY

EUNICE ARTHUR-COLE

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

MAY 2024

## DECLARATION

### Candidate's Declaration

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

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

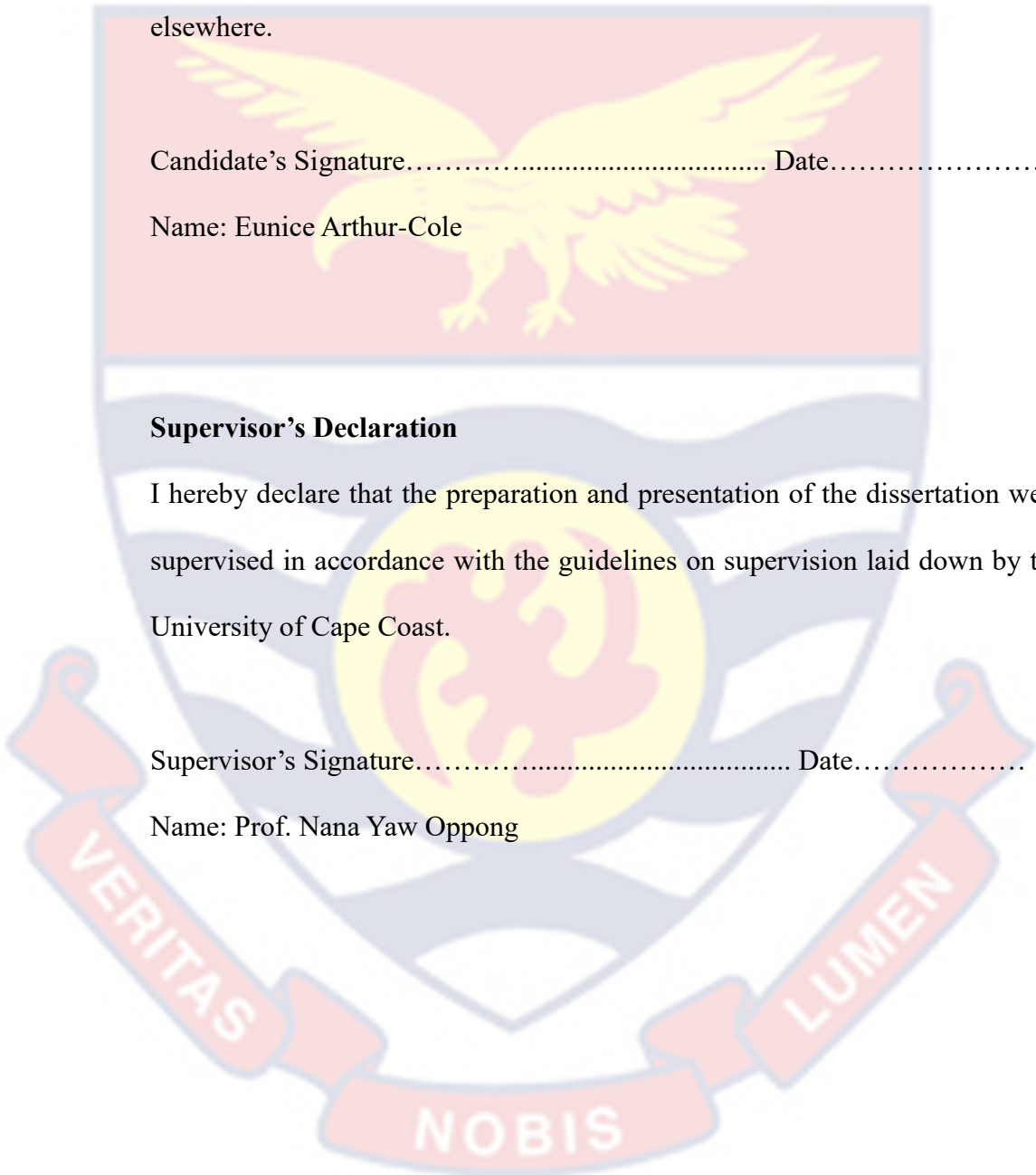
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### Supervisor's Declaration

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

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

Name: Prof. Nana Yaw Oppong



## ABSTRACT

This study investigated the influence of employee trust propensity on performance appraisal and employee performance in Ghanaian telecommunications companies. It pursued four research objectives: examining the performance appraisal methods used, evaluating the standards for employee performance assessment, analyzing the impact of performance appraisals on employee performance, and assessing how employee trust propensity influences these appraisals and performance outcomes. The study employed quantitative and descriptive methods, using a questionnaire distributed to a select sample of 127 individuals from a pool of 190. Data analysis was conducted using IBM SPSS version 21, applying descriptive statistics such as means and standard deviations and inferential statistics like regression and correlation. Findings revealed that the companies utilize traditional and innovative performance evaluation approaches, focusing on output productivity, job quality, and work efficiency as critical indicators. A significant positive correlation was found between performance evaluation systems and employee performance, with the regression model indicating that trust propensity significantly enhances the effectiveness of performance evaluation systems. The recommendations for optimizing performance appraisal systems in Ghanaian telecommunications companies emphasize improving transparency and building a culture of honesty to foster employee trust. Ongoing training for managers on unbiased evaluations and implementing robust feedback mechanisms are suggested to improve the effectiveness of appraisals. Additionally, it is advised to regularly review and adapt appraisal systems to align with the evolving industry dynamics and effectively meet organizational and employee needs.

## ACKNOWLEDGEMENTS

First and foremost, I express my utmost appreciation to my supervisor, Prof. Nana Yaw Opong, for his unwavering support, encouragement, and invaluable guidance throughout the development of this work. I am profoundly grateful for his meticulous evaluation and constructive criticism of every facet of this dissertation, which have played an instrumental role in shaping its current form.

Furthermore, I extend my sincere gratitude to Mr. Emmanuel Essandor for his significant contributions that have greatly facilitated the culmination of this dissertation. His assistance has been invaluable, and I am truly thankful for his unwavering support.

Additionally, I would like to express my deep gratitude to the branch heads of the selected telecommunication companies who graciously granted permission for the collection of data essential to the completion of this research. I am appreciative of their cooperation and willingness to participate. Moreover, I extend my thanks to all the employees who generously dedicated their time and efforts to partake in the study, as their contribution has been pivotal.

Finally, I would like to extend my heartfelt appreciation to all those individuals who have, in various ways, supported the successful completion of this dissertation. Although unnamed, their contributions have been significant, and I am profoundly grateful for their collective assistance. May they be blessed abundantly.

**DEDICATION**

To all my friends and family.





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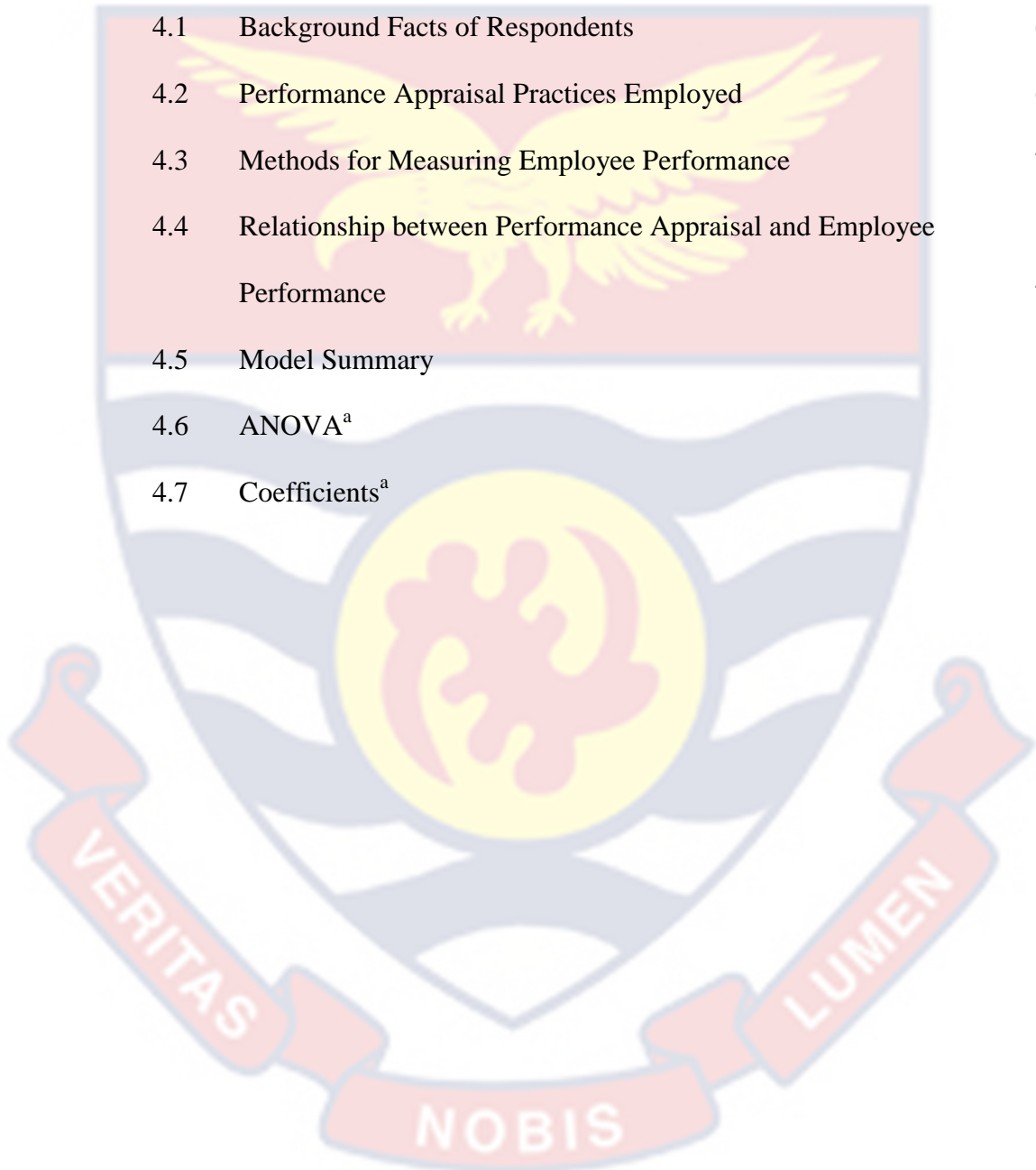
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## CHAPTER ONE

### INTRODUCTION

This study investigates the role of performance appraisal systems in the strategic management of human resources within the telecommunications sector in Ghana, a key player in the country's economic landscape. It focuses on how these appraisal practices impact employee performance, particularly examining the influence of employees' trust in these systems on their performance outcomes. Chapter One outlines the background, problem statement, purpose, and objectives of the study. The chapter continues by highlighting the research questions, significance, scope, and the organization of the study.

#### **Background to the study**

Performance appraisal is a fundamental and long-lasting management practise that encompasses a wide range of methodical protocols used by organisations to measure the effectiveness demonstrated by their employees (Klimoski & London, 2004). Performance appraisals are integral to human resource activities in companies and every walk of life. Depending on the nature of their business and requirements, companies may change the time interval for performance appraisals. Over two hundred years ago, performance appraisal was first studied in a spinning factory in Scotland. Throughout history, performance appraisal has evolved into such an important tool that it is used to make decisions regarding rewards and punishments in almost every sector, not just the corporate world. Performance appraisals primarily assist management in determining the training an employee needs and whether that

employee should be promoted, demoted, retained, or terminated based on their performance.

Performance appraisals are essential for effective employee management and assessment. Performance appraisals are essential for organisations to make employees aware of their performance development, growth, abilities, and potential (Agyare et al., 2016). Performance appraisals primarily aim to improve an organisation's effectiveness by evaluating its employees' contributions. In addition to enhancing the performance of individuals, an appraisal also contributes to the organisation's development. Generally, performance appraisals have two dominant roles: judgemental and developmental (Condrey, 2010). Despite the potential conflict between these two categories, they both have the same goal of enhancing productivity. Rather than focusing on the employee's current skills and abilities, development approaches emphasise within-person choices, individual potentials, and adding value to the employee. This approach links performance to training, developmental opportunities, or extrinsic rewards. Judgmental approaches focus on interpersonal decisions, pursuing command-and-control authority models (Condrey, 2010). This role evaluates performance to determine promotions, rewards, merit pay, punishments, and other applications, such as test validation criteria.

The organisation annually conducts formal performance evaluations for all employees, with each employee's line manager conducting the evaluation. In large and complex organisations, directors are typically evaluated by their CEO, who may in turn be evaluated by their chairperson or proprietors. Yearly performance assessments facilitate the oversight and



regulation of benchmarks, the establishment of anticipations and objectives, and the entrustment of duties and assignments. Additionally, employee performance appraisals serve to pinpoint distinct training necessities, thereby enabling the examination and formulation of organizational training imperatives. The performance of employees is measured against predetermined objectives and standards to determine how well they met them. Appraisals assist the organisation in determining the contribution of each employee, as well as the worker's next grade level and affiliated compensation. Additionally, employee evaluation helps motivate employees. When an employee receives a high evaluation and, as a result, is promoted, his morale is boosted, and he is motivated to continue putting forth his best effort. The purpose of performance appraisals is to manage the performance of employees and an organisation.

Employees are essential to the survival of any organisation. Therefore, an employee is considered a vital part of an organisation or a factory's success and vital to its ability to function normally. A company's performance is affected by the performance of its employees. For this reason, the employee element is the key to the company's success, and the company must make sure its employees receive attention so that everything runs smoothly (Hayati & Sari, 2019). In addition, the employees serve as the organisation's heart and are pivotal to determining the client's or customer's needs and expectations. It has been studied in different contexts, disciplines, and cultures for decades to understand behaviours, concepts, and resources that promote employee performance (Atati et al., 2019). Therefore, employee performance is crucial to the productivity and development of an organisation (Inuwa, 2016).

Furthermore, understanding organisational performance requires a thorough understanding of employee performance. Several factors determine organisational performance, but employee performance is the only way to measure efficiency and effectiveness. According to Pham-Thai et al. (2018) by integrating research on performance-enhancing behaviours and factors, organisations can leverage, exploit, and invest in the physical, cognitive, and emotional capacities of their employees. However, employee performance is so crucial that Human Resource Department focuses on ensuring sustainable improvement in employee performance by providing training, a positive work environment, and rewarding employees.

Organisations use performance appraisals to enhance productivity. Performance appraisal helps measure employees' productivity, which is paramount and sensitive when managing human resources. Performance appraisals are intended to clarify employees' expectations and support individual employee development and the collective growth of the entire workforce while designing pay structures that incorporate performance considerations. As a result, workers' output contributes to the organisation's success. Thus, a proven performance appraisal process connects the workplace and the workforce and shows the workers what is expected of them and where their roles fit best. Based on the performance appraisal feedback from management, Gautam (2014) indicated that employees become motivated, and their performance is affected. Motivation is this aspect that results from being treated fairly, as emphasised in Adam's Equity theory. Performance rewards are rooted in equity theory, which emphasises the equality of treatment among employees. The notion states that when employees' inputs and outputs are

comparable to some standard, they will see the practise as fair or equitable.. Thus, the perception of fairness or justice is likely to be enhanced when employees are rewarded based on their performance.

Cordial relationships between employees and managers have been shown to foster a suitable work environment, which can lead to increased productivity. This cordial relationship can be created based on trust. Accordingly, it has been found that workers perform better on the workplace when they have strong exchange-based connections with their coworkers (Taylor, 2010). Evidence also implies that trust encourages workers to concentrate on value-adding tasks rather than on guarding their employment or keeping tabs on their supervisors' actions (Mayer & Gavin, 2005). Hence, it follows that employees are likely to exhibit enhanced performance in instances where they hold a perception of trustworthiness towards their supervisors. This perception stems from their confidence in the dependability of their supervisors' competencies, expertise, and proficiencies (Lam et al., 2011). Evidently, a direct and consequential association exists between trust and job performance, since employees tend to diligently execute assigned duties and prescribed strategies, while concurrently withholding reservations or uncertainties about their colleagues. This concerted endeavor is channeled towards the achievement of shared objectives (Dirks, 2000). Given its discernible significance spanning diverse behaviors and attitudes, the comprehension of dispositional determinants governing the cultivation of trust assumes paramount importance.

With the character-based ethical theory and the social exchange theory, trust perception can influence behaviour and performance through two

different mechanisms (Driks & Ferrin, 2002). First, the character-based viewpoint of trust analyses how employees' views of their manager's character impact their level of safety in a hierarchical setting. Managers' trustworthiness is especially important since they are in a position to make choices that have far-reaching effects on employees (Driks & Ferrin, 2002). Based on this thought, Mayer et al. (2005) asserted that when employees feel their supervisors are trustworthy, capable, or benevolent, they will feel more comfortable sharing sensitive information with their managers (e.g., confidential information) and tend to contribute more to their jobs. In contrast, employees will devote more energy to “covering their backs” when their manager is untrustworthy (e.g., if they believe the manager lacks integrity). On the other hand, social exchange principles underlie the relationship-based perspective of trust. For example, managers may express care and consideration to their employees in a relationship, but employees must reciprocate that care and consideration. Employees who hold the perception that their supervisor has demonstrated benevolence and thoughtfulness are likely to exhibit a corresponding manifestation of such conduct in return.

The propensity to trust is a person's disposition towards trust (Gill, Boies, Finegan & McNally, 2005). The propensity to trust has been regarded as a trait type of trust. It is said to be an innate trait for a trustor to be willing to trust other people without any prior knowledge or exchange history. This disposition arises from the expectations that the individual will show trustworthy behaviour. Individuals' trust levels differ according to their personalities, cultures, and experiences. Moreover, individuals characterized



by a pronounced inclination towards trust are likely to exhibit a correspondingly elevated degree of trust in others.

In many organisations, a lack of trust has negatively affected relationships between leaders and their subordinates and effective outcomes (Guo et al., 2017). As a result of distrust in organisations, organisations suffer from ill management methods, including traditional leadership (e.g., micromanagement) and diminished trust, which have resulted in reduced communication within interpersonal networks. Consequently, distrust has catastrophic effects. These effects include raised suspicions, breach of psychological contracts, and organisational instability. Furthermore, past research has shown that developing trust within organisations yields various benefits (White, 2012). This is to assert that employees having the tendency or disposition to trust line managers are likely to trust and accept their results and concerns about their performance. Likewise, if employees do not trust line managers, results and concerns about their performance will hardly be accepted. Therefore, it can be ascertained that employees' trust propensity significantly impacts performance appraisal, thus, their performance.

According to Ampomah (2012) and Nanevie (2012), communication has been the lifeblood of community resilience. Over the last several decades, the telecommunications sector has grown to become crucial in boosting the economic and social progress of nations. In Ghana, the telecommunications industry has contributed significantly to the employment of the unemployed, particularly the youth. The industry provides platforms and services to almost all sectors of society, including daily business transactions across sectors. The most critical impacts of this strategy include promoting interpersonal

relationships, providing feedback, and facilitating information sharing (Frempong & Henten, 2004). In light of the market's global nature, Nanevie (2012) claim that Ghana's telecommunications industry is an integral part of its economic growth. It makes the rest of the world more accessible to Ghanaians and vice versa. It has been a highly progressive journey for the Ghanaian telecommunications industry since 1992 when Millicom Ghana Limited launched Mobitel (now AirtelTigo). As far as fixed-line services were concerned, Ghana Telecom Company was the only provider. According to country data statistics from the World Bank, telephone penetration was 0.3% during that time period. A 1995 survey revealed that only 37 of the 110 administrative districts had telephone exchange facilities and that there were only 35 payphones in the entire country, with 32 in Accra (Dankwa, 2013).

Mobile telecommunications have been experiencing intense competition in recent years due to the presence of various service providers: Scancom Ghana Limited (MTN), Airtel/Tigo Ghana Limited (Airtel/Tigo), Vodafone Group Plc (Vodafone), Espresso Telecom Limited (Espresso), and Glo Mobile Ghana Limited (Glo). Due to increased competition, operators redefine what success means to remain competitive. Moreover, for an organisation to be competitive, there is a need for performance appraisal. Performance appraisal is vital to the telecommunications industry's total human resource management function. Performance appraisal assists in identifying talented and performing employees to improve their wages and other advantages that will keep them content on the job. This process helps clarify objectives and expectations and fosters an environment conducive to open communication. In addition to providing positive feedback, it also offers



advice on how to improve employee performance. Increasing job performance, one of the keys to success, which is not an automatic process in an organisational context, is affected by various variables and factors. However, the work behaviours that contribute to the organisation's goals constitute job performance (Piryaei, 2012). In addition, an employee's performance at work can be affected by a combination of trust in the organisation and employee relationships. In order for an organisation to be effective, trust is regarded as a crucial ingredient. This variable has been found to predict employee reactions, behaviours, and performance and to play a moderating role in various organisational processes. Consequently, the concept of trust has assumed paramount significance within diverse academic domains, encompassing but not limited to, management, ethics, sociology, psychology, and economics.

According to academic research on trust dynamics, the trustworthiness of managers is dependent on how workers evaluate them based on three key attributes: benevolence, integrity, and competence. In addition to the various cues provided by managers that indicate trust, employees tend to rely on their dispositional cues to enhance important outcomes such as job performance, organisational citizenship behaviour, and affective commitment as posited by Colquitt et al. in 2007.

### **Statement of the problem**

Performance evaluation is a prime opportunity to formally recognise employee success and contribution to the organisation and create and maintain a clear relationship between performance and rewards. It is essential for a company because it clarifies objectives and expectations and fosters a climate

conducive to open communication. In addition, it provides constructive criticism and suggestions for enhancing employee performance. Employees are a company's backbone, most valuable assets, and living component that can make things happen; therefore, appraisal of performance is an inherent and essential aspect of a company's existence. The achievement of organisational objectives is predicated primarily on the work motivation and positive perceptions and trust of employees. The effectiveness or inefficiency of a company is mostly determined by its human resource management and assessment of employee performance. And this surely influences the conduct of its employees in a favourable or bad manner. For instance, employees are more likely to be receptive to and supportive of a particular performance appraisal rating if they regard the process as a fair and being free from contamination.

However, per preliminary interviews with some employees of some selected telecommunication companies, performance appraisal was seen as a mere sham and a formal custom, performed annually by management to review the performance of employees, which at times yielded bias and unfair final ratings. And for a performance appraisal rating to be viewed as fair, it must be devoid of bias and appraisal flaws (e.g., the halo effect, the leniency effect) that impair employee views by confounding the link between actual performance differences. This constantly made most employees lose trust in the results of their final ratings, making them also decline the trust level they had for their line managers preceding to low performance among some employees who believed high performance would not result in achievement.

Previous studies conducted by Hennessey and Bernadin (2003), Armstrong (2009), Cook and Crossman (2004), Wade and Ricardo (2001), Bonney (2018) and Asamoah (2018) have provided much insight into performance appraisals focused on employees performances, asserting that the effectiveness of the human resource system may be enhanced by employing a valid and accurate performance appraisal system which positively impacts the performance of employees. Also, communication and alignment of individual and organisational goals, as well as the cultivation of strong relationships between management and employees, are necessary for a successful performance appraisal. However, these studies were conducted in the education and political sectors, leaving few works in the telecommunication sector. Moreover, a number of studies conclude that employee productivity is unaffected by performance evaluation (Maimela & Samuel, 2016; Kahya & Oral, 2018). However, Wigert & Harter (2017), Zainon et al.(2020) and Houldsworth et al. (2021) have discovered that performance appraisal is a significant and essential indicator of employee performance., suggesting that performance appraisal systems enhance job performance. Frequent performance appraisal increases staff motivation, making the performance requirements quantifiable and tied to an employee's individual evaluation, which is vital to employee motivation.

In addition, empirical research employing trust propensity to moderate the relationship between performance appraisal and employee performance is scant or nonexistent. Trust propensity is an individual difference attribute that refers to an individual's general disposition to trust others. (Hochreich & Rotter, 1970; Mayer et al., 1995;). Trust in performance appraisal ratings can

be conceptualised as the extent to which employees believe their company conducts appraisal in an equitable manner that accentuates their talents and work behaviours. There is an emphasis on the significance of performance evaluation fairness, stating that fairness and trust in performance appraisal enhance workers' attitudes towards the company and motivate them to be more productive. This is because, psychological trust increases people's dedication to the organisation and decreases their notions of resigning and alternative job-seeking behaviour. In response to this discernible void, the investigator endeavors to ascertain the manner in which trust propensity exerts influence upon the dynamic interplay connecting performance appraisal and employee performance. This inquiry shall be conducted within the operational contexts of Vodafone, MTN, and Airtel-tigo telecommunications enterprises situated in the nation of Ghana. These are the leading telecommunications corporations in Ghana, which has become a vital industry for accelerating the economic and social development throughout the past few decades, contributing significantly to the employment of the unemployed, particularly the youth. providing services for the society, including daily business transactions across sectors.

### **Purpose of the Study**

The study aims to examine the effect of employee trust propensity on the relationship between performance appraisal and employee performance at selected telecommunication companies in Ghana.

### **Research Objectives**

The following research objectives were pursued to meet the study's overarching purpose.



1. Examine the appraisal practices at the telecommunication companies in Ghana.
2. Examine the performance appraisal methods of the telecommunication companies in Ghana.
3. Examine the relationship between performance appraisal and employee performance in telecommunication companies in Ghana.
4. Assess the interactive effect of trust propensity on the relationship between performance appraisal and employee performance in selected telecommunication companies in Ghana.

### **Research Questions**

To meet the specified study objectives, the following research questions will be answered.

1. What are the appraisal practices performed at the telecommunication companies in Ghana?
2. What are the performance appraisal methods of the telecommunication companies in Ghana?
3. What is the relationship between performance appraisal and employee performance in selected telecommunication companies in Ghana?
4. What is the interactive effect of employee trust propensity on the relationship between performance appraisal and employee performance in telecommunication companies in Ghana?

### **Significance of the Study**

Many different parties will gain a lot from this study. For example, the results of the study are expected to provide valuable information that the management of different telecommunications services can use to increase the

trust propensity of employees regarding their final ratings, which in turn should lead to a higher level of performance from those employees. Similarly, management will have sufficient data to back the benefits of performance evaluation in improving staff performance. Finally, human resource professionals may again benefit from the results since they will shed light on the observability of the constructs and the possibilities for shaping them to achieve specific goals in the workplace.

As a result of the extensive data collection for this project, it will be available to students and academics for use in their research. This research will add to the knowledge of how performance reviews, work output, and trust in the workplace are interconnected. In addition, it is important to highlight that the analysis of performance appraisal and trust within the organisational setting has the capacity to shed light on areas of limited knowledge, thus allowing students and researchers to address these gaps and develop a more comprehensive understanding of the complex relationship between these phenomena. Data gathered from this research has the potential to strengthen or validate pre-existing supporting ideas in an African setting.

In conclusion, the research would not only be an addition to the works that have already been done in this area of study, but it would also provide the groundwork for future research.

#### **Delimitation of the Study**

The research is confined to a few chosen telecommunications networks in Ghana; the study is particularly limited to the Vodafone, MTN, and Airtel Tigo telecommunication businesses. While various performance assessments are worth researching, the research will concentrate on performance appraisal



in the chosen telecommunication networks, the degree of confidence workers have in their line supervisors, and the final evaluation scores.

### **Definition of Terms**

**Performance Appraisal:** This constitutes a methodical and recurring assessment of an employee's professional performance, conducted in accordance with the requisites stipulated by the employment parameters. Such an assessment entails a subjective critique of the employee's competencies and limitations, their comparative significance to the overarching organization, and the prospects they exhibit for subsequent advancement. In scholarly parlance, these evaluations are alternatively referred to as performance appraisals, performance reviews, developmental dialogues, and employee assessments

**Employee Performance:** This relates to how well employees execute their responsibilities and complete their duties. This term pertains to the effectiveness, quality, and efficiency of their output.

**Trust Propensity:** This refers to the predisposition to trust others or the universal predisposition to do so among people.

### **Organisation of the Study**

The research encompasses five pivotal sections. The inaugural chapter furnishes an exposition concerning the contextual backdrop and predicament declaration. It expounds upon the research aims and interrogatives, delineates the study's scope, underscores its import, and outlines the comprehensive structure of the ensuing dissertation. The subsequent chapter undertakes a comprehensive survey of pertinent literature, elucidating the foundational principles and theories that undergird performance appraisal, employee performance, and the construct of trust propensity. Furthermore, it elucidates

the intricate tapestry of ideas and pivotal theories underpinning the constructs examined within the study.

The third chapter entails a comprehensive elucidation of the research methodology employed in the study. It describes the research design, study unit, population, sample and sampling technique, instrument for data collection, data collection procedure, data processing, and data analysis. In the fourth chapter, the study's findings and germane discussion are presented. The fifth and final chapter summarises the research methodology, significant findings, and recommendations. In other words, it provides a concise summary of all aspects of this study. Additionally, the prospect of future research expansion is investigated. The conclusion of the study includes a references and appendices.

### **Chapter Summary**

This particular chapter has furnished a contextual framework pertaining to performance appraisal, employee performance, and trust propensity within the telecommunications industry of Ghana. In addition to outlining the study's aims, the study's significance is outlined, as it is hoped that the research would give valuable insight into the function of trust propensity in employee appraisal and its implications on performance appraisal for the telecommunications sector in Ghana.

## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

The issue of performance appraisal has been thoroughly dealt with in the literature. This demonstrates its significance in HR management. Nonetheless, it is a topic that often causes disagreement between employees and management. Indeed, it is generally accepted that performance reviews are an integral part of any administrative or supervisory role. It is thus imperative to understand the philosophy behind this vital part of any organisation's functioning and how to maximise its benefits. As such, this chapter commences with an introduction to the research's theoretical and conceptual underpinnings and then follows with a collection of pertinent empirical investigations conducted by various researchers and authors.

#### Theoretical Framework

##### Goal setting theory

The research was underpinned by Edwin Locke's Goal Setting Theory (1968). According to this view, a worker's unique objectives motivate him to perform successfully. According to Lock and Latham (2004) it is so extensively recognised that entire management systems, such as Management by Objectives, integrate goal-setting concepts. This phenomenon can be attributed to the resolute commitment of the employees towards the realization of their objectives. In instances where the aforementioned goals are not successfully met, a strategic course of action entails either an elevation in overall performance benchmarks or a recalibration of the objectives to align them with a more feasible trajectory. Upon the enhancement of performance

metrics, the overarching objectives set forth by the performance management framework are poised to be effectively attained, as posited by Shoaib and Kohli (2017).. Formulating objectives is frequently regarded as one of the most substantiated and efficacious approaches to fostering psychological diligence and organizational structure (Locke & Latham, 2019).

As posited by Locke and Latham (1990), the foundational underpinning of the goal-setting theory resides in the notion that the establishment of ambitious and precisely defined objectives engenders a higher caliber of performance compared to the mere exhortation of individuals to strive for their utmost endeavors. The enhanced performance is a result of the activation of four systems by goals. First, aims direct attention and effort away from extraneous activities and towards activities that are relevant to the goal. Second, attaining objectives motivates individuals to work more diligently towards more difficult objectives. Thirdly, setting goals increases a person's level of determination to achieve the target. The final indirect objectives are arousal, discovery, and application of germane information to the activity. The majority of incentive systems include implicit goal setting (Latham & Pinder, 2005). Through the aforementioned processes, goals and the extrinsic incentive of the reward work together to increase performance.

As per the theoretical framework, it becomes evident that the constituents shaping behavior (or goals) are values and intentions, both of which hold significant standing within the realm of cognition. A goal is essentially what a person strives to attain on purpose. Locke and Latham postulate that a person's value determinations are emotionally experienced. Thus, one's values inspire the desire to act accordingly. Other aspects of



behaviour (work performance) are influenced by goals. According to Locke and Latham, attention and activity are driven by objectives. In addition, difficult objectives mobilise energy, result in increased effort, and inspire perseverance. Because of their goals, individuals are motivated to implement techniques that will allow them to operate at the appropriate goal levels. Lastly, attaining the objective may result in satisfaction, increased motivation, dissatisfaction, and decreased motivation if the objective is not met.

As a result, numerous individuals have acquired the practice of formulating SMART objectives, characterized by their qualities of specificity, measurability, attainability, relevance, and temporally bounded nature, as originally propagated by Locke and Latham in their seminal work of 2004. Locke and Latham's targeting theory, which was derived inductively from empirical research conducted over four decades, was part of the most influential types of motivation. It is founded on the premise that based on the notion that conscious intentions have consequences (goals are viewed as the object or reason for an action). Despite the fact that goal-setting theory is typically examined independently, its organisational concepts are considered fundamental (Locke & Latham, 2004).

In the study conducted by Locke and Latham (2004), a discernible and direct correlation was established between the intricacy of objectives, the resultant performance proficiency, and the corresponding exertion imperative. This correlation remains robust contingent upon the individual's unwavering dedication to the established objective, possession of requisite proficiencies indispensable for its realization, and the absence of conflicting pursuits (Locke & Latham, 2004). Echoing the tenets of Locke and Latham's theory of goal-

setting, the realization of successful goal achievement necessitates the interplay of several pivotal factors. Noteworthy among these factors are the embrace of goals, unwavering commitment thereto, their explicit specificity, the inherent challenge they pose, and the constructive feedback loop they engender (O'Neil & Drillings, 1994).

The essence of goal-setting and the anticipation of corresponding outcomes constitute intrinsic components of the performance appraisal process. Central to the goal-setting theory is the proposition that individuals exhibit enhanced performance when presented with lucid, feasible, and noteworthy objectives. Moreover, the theory posits that individuals are inclined to invest heightened vigour, diligence, enthusiasm, and ardour in their professional undertakings when imbued with the conviction that their exertions will yield achievements conducive to fulfilling personal requisites (Marbey & Salaman, 2015).

This investigation delves into the extent of the utility of the aforementioned theory, taking into consideration the insights offered by Lathan and Locke's seminal study from 1990. The focal point of their research lies in the delineation of four interconnected methodologies for evaluating performance ratings. Firstly, objectives highlight priorities; when specific objectives are set for employees, they emphasise plans. Secondly, when individuals are attached to a particular incentive structure, they are motivated to work more efficiently and effectively because they are incentivised to do so. Thirdly, they encourage individuals to utilise their knowledge and abilities to improve the likelihood of employee performance. Fourth, the greater the difficulty of the undertaking, the greater the likelihood that employees will



utilise all of their severance skills. Given all the required resources, the reciprocated goal between the supervisor and subordinates aids in determining the degree of employee performance to take remedial action if necessary.

### **The Concept of Performance Appraisal**

Various conceptions of performance appraisal exist. (Cunneen, 2006) defines performance appraisal as the process of recognising, evaluating, and developing the work performance of an organization's personnel in order to more effectively achieve the organization's goals and objectives. Cunneen claimed that this also benefits employees regarding recognition, obtaining feedback, meeting work requirements, and career counselling. This is done so that supervisors can address the employees' weaknesses and difficulties accordingly. A well-executed performance appraisal enables employees to feel fulfilled and a part of the organisation's structure.

Carrol and Scheider (2012) defined performance appraisal as "the process of finding, observing, measuring, and developing human performance inside an organisation" (p. 23). This definition is significant because it includes all the necessary components for a well-executed evaluation procedure. Identification criteria direct the evaluation process toward deciding what must be evaluated, namely performance-related criteria and not so many irrelevant qualities. This is accomplished with the help of the entire workforce.

Based on Denhardt's influential study in 2011, the concept of performance appraisal may be defined as a specialised assessment process that examines an individual's progress in meeting assigned duties. In agreement with this viewpoint, Devries (2011) elaborates on the concept of performance assessment as a systematic process employed by organisations to assess and

analyse an employee's behaviour and accomplishments over a predefined period of time. Supporting this viewpoint, Moulder's academic contribution in the same year emphasises the significance of performance assessments in defining expectations and determining the degree to which these predictions are fulfilled. Moulder further argues that performance reviews have a crucial function in providing employees with clarity regarding their areas of expertise and areas that require improvement. At the core of Moulder's thesis lies the claim that performance assessments play a crucial role in establishing goals and facilitating improved communication among colleagues in the workplace, while also promoting effective exchanges between employees and their supervisors. Considering that any commercial or institutional body possesses intrinsic expectations or aims, the conceptual foundation of performance assessment arises as an essential tool that aids in achieving these aspirations.

Research indicates that performance appraisal is frequently utilised for performance feedback and identifying individual employees' strengths and weaknesses (Ruddin, 2005). It has been estimated that 74% and 89% of enterprises, organisations, and sectors employ performance appraisal systems (Murphy & Cleveland, 2011). Performance evaluation systems serve a multitude of functions encompassing human resource management, evaluative processes, and constructive feedback mechanisms (Cleveland, Murphy, & Williams, 2009). The selection and implementation of an appropriate system lies within the purview of individual organizations or institutions, contingent upon their imperative of aligning with overarching goals and objectives.

Performance appraisal, as expounded by Hodgetts and Kroeck (2012), embodies a systematic process involving the methodical observation,

comprehensive assessment, and meticulous delineation of behaviors pertaining to work-related contexts. Employee's performance may be monitored by periodically analysing the employee's application of knowledge, ability, and skills to complete a given job (Fletcher & Williams, 2015; Mullins, 2012). By watching and assessing each staff member, they aid managers in identifying the requirements of every individual. Despite the difficulty, a realistic notion of performance appraisal will aid in achieving this objective. To do this, each individual requires help from the institution.

Foot and Hook (2013) state that performance appraisal routinely evaluates an employee's performance, prospective, and development needs. It further suggests that assessment is an opportunity to take a comprehensive view of the job's contents, burdens, and magnitude, to reflect on what has been accomplished throughout the period of reporting, and to set goals for the following period. This explanation demonstrates that employees receive performance feedback while their performance is being evaluated. Furthermore, it is possible to evaluate many facets of an employee's job performance by examining their previous performance and then determining their future targets or workloads.

Fletcher and Williams (2015) claim that appraising an employee's performance at workplace involves more than gauging the worker's worth as a person. The writers point out that at least two competing functions in each appraisal are judge and helper. The authors believe that evaluations of staff members should be made in an objective rather than a subjective manner. Employees require access to learning experiences that will help them identify and address areas of improvement in their performance.

An employee's performance appraisal is a formal, periodic, and objective evaluation of their strengths and opportunities in their current position and future advancement (Flippo, 2015). An employee's performance should be reviewed regularly to assess how well they are meeting the criteria of their position (Foot & Hook, 2015). Employees need clear goals and metrics against which they may be evaluated. Mullins (2012) provided supporting evidence for the importance of an efficient assessment system by arguing that it may expose an individual's strengths and flaws and provide strategies for maximising the former and minimising the latter.

The institutionalization of the appraisal system is imperative, with specific emphasis on its structuring with regard to facilitating determinations pertaining to remuneration augmentation, geographic transition, elevations in rank, cessation of employments, and the efficacious dispersion of pertinent information to assessors via a comprehensive evaluation of their ongoing trajectory. The outcomes of performance appraisal assume a pivotal role in engendering discourse concerning the accomplishments and progression of individuals vis-à-vis the overarching objectives of the organization, as posited by scholarly sources (McClelland, 2007; Moulder, 2011). The discernment of both commendable aptitudes and areas warranting enhancement lays the groundwork for the formulation of tailored strategic blueprints, thereby facilitating the requisite ameliorations.

The process of performance appraisal encompasses the comprehensive assessment of an employee's work performance, concurrently functioning as a evaluative mechanism (Foot & Hook, 2015; Joison, 2001). This multifaceted phenomenon can be attributed to the dearth of incentives associated with the



accurate execution of tasks. As posited by Blau (2009), the practice of conducting performance appraisals has the potential to instigate discontentment within the workforce and foster the cultivation of adverse employee dispositions directed towards their employer, consequently engendering a decline in overall productivity Dessler (2015) expounds upon the concept of performance appraisal as an integral process involving the comprehensive evaluation of an employee's contemporaneous and/or retrospective performance in alignment with designated performance benchmarks. The adeptness of employees in fulfilling predetermined objectives is subjected to meticulous assessment subsequent to delineated temporal intervals. This practice concurrently facilitates managerial evaluation of the effectiveness exhibited by their subordinate workforce.

Individuals have expressed concern that the performance appraisal system, administered by human resources managers, is too bureaucratic and top-down. There was a tendency to focus on what had gone wrong rather than anticipate future development requirements, making it a very retroactive approach. There were separate performance appraisal systems. There was almost no correlation between their efforts and what was required by the company. Most line managers have a distaste for performance appraisal processes, citing their perceived inefficiency and lack of usefulness. Employees have felt that their performance reviews have been performed superficially by managers who either lack the skills necessary, are prejudiced, or are just going through the motions. Performance reviews have become "a dishonest yearly ritual," as Armstrong and Murlis (2013) put it.



The definition of the performance appraisal concept proposed by Hodgetts and Kroe (2012) was used in this study. This concept asserts frequent evaluations of staff members to determine their requirements and levels of satisfaction of employees working in the selected telecommunication companies in Ghana.

### **Performance Appraisal Methods**

There are several methodologies and strategies for performance evaluation. Choosing a single strategy is somewhat challenging, and its definition is excellent. As posited by Dexter in his seminal work of 2005, the methodologies in question manifest a fundamental bifurcation, giving rise to two distinct categories: the conventional, or traditional, approach, and the contemporary, or modern, approach. It is noteworthy that the former encompasses performance evaluation techniques with a notably established historical lineage. These techniques rely on monitoring the personality of employees. They may include knowledge, initiative, dedication, leadership, and discretion. According to Dexter (2005), the traditional performance assessment approach has two differences: organisational and employee development.

The traditional strategy, according to Aggarwal and Thakur (2013) is engrossed primarily on the firm as a whole and invested in previous performance, whereas the modern approach viewed employees as individuals and anticipated utilising goal setting. Traditional performance appraisal has been utilised for recruiting, employee evaluations, and remuneration choice stated by Sing and Vadivelu (2016). As posited by Payne et al. (2009), the methodologies employed in performance appraisal serve to foster distinct,

targeted objectives. These encompass affording employees a formal platform to acknowledge and delineate their envisaged career trajectories, showcasing the structured fabric of the organization, and invigorating those employees who have diligently endeavored to accomplish their tasks proficiently. Moreover, within the realm of conventional or established performance assessment modalities, one finds techniques such as paired categorization, critical incident and attribute-based frameworks, alongside narrative or evaluative methodologies. Management by Objective (MBO), 360 – degree feedback and behavioural anchored rating scale (BARS) are the methods involved in the Modern techniques.

#### **Traditional methods of performance appraisal**

Sing and Vadivelu (2016) posit that conventional methodologies are denoted as trait methods due to their structured approach in evaluating the degree to which an employee manifests specific attributes, including but not limited to competence, ingenuity, proactiveness, and adeptness in leadership. These attributes are deemed fundamental and advantageous for both the designated role and the overarching organizational framework. Moreover, job-related characteristics like employment capability, capacity to finish a job, plan execution growth, etc., can be provided (Jaiswal, 2020). As there are a variety of techniques for grading people based on such aspects, there are a number of approaches based on this strategy. The popularity of trait approaches is primarily attributable to the simplicity of their development (Fox, Bizman & Garti, 2005).

### *Essay / Statement appraisal*

This method of performance evaluation entails the writing of a description about a worker's performance by management argued by Jaiswal (2020). The manager is frequently informed of the required topics (Mehrotra & Philips, 2013). This is an instance of a standard essay grading question: in your own words, describe this employee's performance, including labour quantity and quality, job expertise, and potential to communicate among other people (Sing & Vadivelu, 2016). In this system, the superior evaluates the employee's strengths and weaknesses on the job (Shaout & Yousif, 2014). Generally, the evaluator is tasked with elucidating the salient proficiencies and areas for improvement pertaining to the employee, while also proffering constructive suggestions to foster their developmental trajectory. The essay approach is frequently combined with another way of rating in which the supervisor continually observes subordinates and provides his evaluation in the report.

### *Rating scales*

Each trait or feature to be evaluated in such a system specifies the scale by which a rater determines the extent to which an employee demonstrates the feature or trait. This is the most fundamental and prevalent method for evaluating employee performance. The common rating scale structure consists of a number of numerical scales, each representing a work-related performance objective, such as reliability, proposal, involvement, productivity, mindset, and teamwork (Thurston & McNall, 2010). Each scale of rating in the rating scale evaluation method ranges from outstanding to inadequate. The evaluator ascertains the suitable degree of performance pertaining to each

specific criterion, subsequently deriving the comprehensive numerical assessment of the employee's performance (Payne et al., 2009) Subjectivity bias is diminished when the scale's dimensions and elements are as precise as feasible. Training raters and delivering descriptive assessment instructions in a performance evaluation reference packet can help achieve this (Andersen, Busi, and Onsy, 2014).

### ***Critical incident appraisal***

The critical incident evaluation administration is required to keep a record of occurrences pertaining to employment activities that indicate the person being examined being both satisfactory and unsatisfactory (Fox et al. 2005). The measures that transpire throughout time are used to evaluate employee performance and provide feedback (Jaiswal, 2020). The primary drawback of this method is that it may be difficult and time-consuming for management to maintain track of what is happening frequently (Ijad et al., 2018). Moreover, the perception of a significant event is vague, and different managers may have different interpretations (Sing & Vadivelu, 2016). This method is intended to cause conflict between management and employees should workers perceive that their supervisor is monitoring these individuals (Jaiswal, 2020; Shaout & Yousif, 2014).

### ***Ranking methods***

According to Jaiswal (2020), when comparing the performance of two or more personnel, ranking is a common method of performance evaluation is often used. Ranking strategies are distinguished from other systems by the fact that an individual's performance rating is influenced by the performance of other workers (Farr, Fairchild & Cassidy, 2013). The superior rates his or her



subordinates from greatest to worst based on their merit. It is the most basic and conventional method of determining value. Every employee is evaluated as a whole, without distinguishing between his levels and his performance (Payne et al. 2009). The Human Resources department possesses an understanding solely of A's superior merits compared to B, with an absence of inquiry into the underlying methodologies and rationales. The dissection of the quantified magnitude into constituent components remains unaddressed. In the study conducted by Shaout and Yousif (2014), it was articulated that such an approach renders itself vulnerable to the influences of both the halo and recency effects. Nonetheless, the integration of evaluations from multiple assessors, aimed at mitigating bias, enhancing efficiency of dissemination, and refining lucidity, is employed through the practice of averaging

### **Modern methods of performance appraisal**

One of the potential limitations associated with the assessment of performance through either a trait-centric paradigm or a more conventional methodology, as outlined by George (2016), resides in the inherently subjective and elusive nature of the attributes in consideration. One method for improving the rating system is to provide action descriptions by a spectrum or line (Goel, 2012). These characteristics grant the assessor to establish where an employee drops on the scale swiftly. Contemporary processes were obtained to identify which tasks should and ought not to be included in the task (Ail, 2016). Modern techniques, often known as behavior methods, are typically more effective than traditional approaches for providing progressive opinions to workers, according to Shaout and Yousif (2014).



### *The 360- degree appraisal*

The 360-degree assessment constitutes one of the evaluation strategies that has gained recognition among both small and large businesses in recent years (Deb, 2009; Lepsinger & Lucia, 2009). The 360-degree evaluation methodology necessitates the establishment of an evaluative framework that integrates the viewpoints of diverse appraisal cohorts engaged in interactions with personnel within the organizational milieu. Superiors (administrators and managers), peers, and customers are all examples. Subjective employee opinion and approval must serve as the basis for a multi-source and multi-rater evaluation (Grund & Przemek, 2012). Horng et al. (2011) propose four major evaluations to be undertaken via a study of workers' skills, in addition to the 360-degree assessment context. Self-evaluation, under direct control evaluation, junior evaluation, and fellow evaluation are all included.

A 360-degree assessment of performance is based on the premise that whenever multiple sources are combined, a substantial amount of information about a single individual can be obtained (Sahoo & Mishra, 2012). In essence, 360-degree evaluation techniques permit the collection of information about an individual from a variety of angles and perspectives. Deb (2009) validates these assumptions by claiming that employees may double-check their performance utilising a variety of assessment sources. The 360-degree technique is also designed to minimise typical assessment problems such as biases, subjectivity, and halo (Hsu et al., 2005). When this assessment approach is used, even the manager is less inclined to critique the employee, according to Espinilla et al. (2013).

As argued by Sahoo and Mishra (2012), employees perceive the 360-degree evaluation structures as more real and indicative of their achievements. As a result, the ability to use trustworthy information to evaluate an employee's training requirements is seen as a sign of success. Despite the success of the 360-degree review technique, various language difficulties that impede the operation of these systems have been found. In the words of Espinilla et al. (2013), using a particular field category for the 360-degree procedures, such linguistic or numerical, limits reviewers' ability to assemble a large amount of data. Furthermore, proper interpretation of the final findings is problematic since quantitative assessment frequently fails to accurately reflect qualitative knowledge (Hsu et al., 2005),

#### ***The graphic rating scale method***

The graphical rating scale is the most often utilised performance assessment tool in most firms (Woods, 2012; Wirtz, 2004). In this case, a graphical grading system serves as a quality checklist for performance assessment. Based on the checklist and the component to be assessed, management rates the employee on a scale of average to exceptional. For certain vocations, Woods (2012) suggests integrating these scales with the well-known visual rating. Training these scales often costs minimal money, effort, or time. Visual ratings may be used to efficiently quantify a variety of performance elements (Panari, Guglielmi, Simbula, & Depolo, 2010). These scales may initially be used to assess an employee's job quality. The employee's consistency in satisfying circumstances, expectations, and intended results is measured by this scale. Second, the scales may be used to measure if an employee's available schedules, work time, and planned tasks are being

utilised to their full potential. Furthermore, the individual's professional experience may be assessed. Professional abilities obtained via education, experience, and on-the-job training are included (Panari et al., 2010).

### ***Behaviourally anchored rating scales***

This performance type of evaluation analyses one's behavioural requirements for completing a task successfully. Despite being simple to use, graphical grading systems have been demonstrated to have a number of disadvantages. First, the attribute pertinence qualities are disregarded by the scales' hierarchical structure instigated by Armstrong (2009). In this instance, Armstrong (2009) contends that certain characteristics must be seen to be more significant in some occupations than in others. As a consequence, rating scales with a structural advantage might be removed, and outcomes for which the staff's full worth couldn't be appreciated couldn't be achieved (Woods, 2012).

### ***Management by objective (MBO)***

As a results-based evaluative method, management by objective is classified as one of the fundamental approaches to assessment (Choon & Embi, 2012). A variety of key shareholders, including superiors, supervisors, and employees, establish the performance evaluation program's objectives from an MBO perspective. A typical MBO assessment approach consists of many phases. Clearly defining the employee's objectives is the initial stage in the cycle. The employee is required to subsequently execute the designated course of action.

It also gives a mechanism for measuring results that is objective. Corrective action and new objectives for the future are implemented when necessary (Sillup & Klimberg, 2010). According to Huang et al. (2011), the

MBO is predicated on the relevance and value of employee participation. In his ideology, Peter Drucker has advocated MBO, stating that objectives are essential in every sector where results directly impact the life of the organisation (Armstrong, 2009). Armstrong and Drucker (2009) assert that within the framework of management by objective, participatory goal formulation and self-evaluation emerge as indispensable constituents.. While Drucker was the originator of the MBO concept, one of the industry's foremost managers, McGregor, modernised the notion.

McGregor's implementation of Management by Objectives (MBO) sheds light on deficiencies inherent in conventional evaluation methods, particularly the excessive focus on characteristics. In contrast, McGregor advocates for a strategic approach wherein subordinates frequently formulate short-term objectives and subsequently evaluate their advancement towards these desired outcomes (Stein, 2010). The MBO framework has effectively demonstrated the heightened efficiency of both the organisation and its workforce (Armstrong, 2009). Moreover, the MBO approach fosters equity and reciprocal feedback, thereby fostering enhanced employee productivity.

Uduji (2013) posits, in contrast, that the successful implementation of the MBO approach fosters the establishment of a performance evaluation system that underscores both efficiency and equity. While supporting the need for businesses to employ MBOs, Huang et al. (2011) believe that this strategy is essential for efficiency in the sense that a sufficient workforce must be maintained to meet established objectives. In this scenario, employee approval of organisational objectives is regarded as one of the most important MBO motivators. A thorough examination of the MBO literature reveals that this



performance evaluation has no limitations. The need to monitor employees throughout their tenures of permanent employment in order to proactively resolve any unforeseen challenges is not deemed essential (Bipp & Kleingeld, 2011). Consequently, in such circumstances, the mere allocation of resources in the most efficient manner might prove inadequate for achieving the desired objectives of employee evaluation. Bipp and Kleingeld (2011) argue that the MBO approach minimises comparison evaluations because no criteria are offered based on altering working conditions during the working cycle.

### **The Concept of Employee Performance**

Espinilla, de Andrés et al. (2013) present a conceptualization of employee performance that distinguishes between task performance and contextual performance. Task performance encompasses the conventional concept of an employee's ability to effectively carry out and complete specific job assignments. In contrast, contextual performance encompasses dimensions of performance that extend beyond task-related activities, encompassing factors such as proactive behaviour, discretionary effort, cooperation with colleagues, adherence to organisational policies and procedures, and alignment with job-related organisational objectives (Cook & Crossman, 2004). Employee job performance can be operationally characterized as an individual's level of performance in relation to their colleagues, encompassing a spectrum of analogous job-centric behaviors and resultant achievements (Sarwar et al., 2015). The degree to which an employee is proficient in carrying out their duties while working within resource limitations serves as a measure of their performance. The efficiency of a task is determined by both



its effectiveness in achieving desired outcomes and the level of efficiency-related costs incurred (Sarwar et al., 2015).

Performance values serve as a critical indicator of an employee's work ethic within the confines of the workplace. In conjunction with the execution of their assigned responsibilities, these standards encompass a diverse range of supplementary factors. The evaluation of an employee centres on their ability to uphold a collection of criteria established by the employer in an efficient and effective manner. Aguinis (2009) posits that the outcomes resulting from an employee's actions solely reflect the actions themselves rather than the actual outcomes. Additionally, Rudman and Gustavsson (2012) delineate four distinct categories of employee performance: overall performance, individual performance, official performance, and organisational performance. The determination of performance in the work domain is contingent upon the interplay of three pivotal variables: competence, determination, and the inherent characteristics of the work environment (Shabir et al., 2017).

The knowledge, skills, and competencies of an employee make up their abilities, whereas their level of motivation to complete their tasks is their effort. Additionally, the nature of work circumstances pertains to the extent of modifications implemented to enhance the performance of employees (Shabir, Nawchoo, & Wani, 2017). The foremost concern for organisations revolves around the performance of their personnel, irrespective of prevailing circumstances and conditions. A number of scholars (Appiah, 2010; Harrison & Harrison, 2000) have presented evidence demonstrating that leadership, empowerment, mentoring, participation, organisational culture, and training have both individual and collective impacts on employee performance. Based

on these variables, the evaluation of performance is contingent upon desired outcomes and effective service delivery. This necessitates a regular assessment of progress towards specific goals within a customer-centric process that optimises benefits while minimising costs for clients of services and programmes, as posited by Appiah (2010).

Organizations devise employee performance criteria with the intent of appraising and analyzing the efficacy of their workforce. This proactive approach involves affording employees requisite opportunities for skill development and instructional guidance, thereby fostering the augmentation of their proficiencies.. According to Moore (2017), the establishment of performance standards directly influences the execution of tasks, with the quantity of work assigned to an employee significantly impacting its quality. Employers strive for their workforce to exhibit high productivity and competence. However, when employees are burdened with excessive workloads, their performance inevitably suffers, leading to adverse effects on the overall business. Conversely, when employees are not adequately engaged, the organization as a whole experiences detrimental consequences. Consequently, it is imperative to establish attainable performance requirements when assigning job responsibilities to employees. While some studies, such as those conducted by Purcell, Kinnie, and Hutchinson (2003), focus on individual performance assessments, others take a broader perspective by examining organizational performance as a whole (Guest, 1997). Shabir, Nawchoo, and Wani (2017) define employee performance as the proficient and timely execution of assigned responsibilities, which are delegated by employers. It is worth noting that employee performance

represents an integral component of organizational performance, given its significant influence on the overall effectiveness and success of the organization.

### **Employee Performance Measurement**

The assessment of employee performance entails the comprehensive evaluation and effective management of performance, wherein the classification of specific outcomes within a predetermined timeframe serves as a means of evaluation (Coens et al., 2010). Furthermore, the adage "In the absence of measurement, effective management becomes elusive" accentuates the paramount importance of instituting a thoroughgoing and precise system for gauging performance. This is notably exemplified by the adoption of intricate frameworks like the Balanced Scorecard or holistic quality performance management within diverse organizational paradigms. This strategic approach establishes a cohesive linkage of metrics across the entire company, facilitating the transformation of strategic objectives into actionable operational targets.

According to Bhatti and Qureshi (2007), productivity encompasses the combined aspects of efficiency and effectiveness, thereby serving as a performance metric. Specifically, labour productivity, a straightforward and accessible measure of productivity, pertains to the output generated by employees within a given time frame. The growth rate of labour productivity can be approximated by the disparity between the growth rates of output and hours worked. Enterprises characterized by an effective and high-performing nature cultivate a culture that encourages employee involvement and engagement. Hence, employees display a heightened proclivity for proactive

engagement within the realms of decision-making protocols, formulation of objectives, and collaborative resolution of challenges. This phenomenon culminates in the resultant augmentation of overall employee performance metrics.

### **Performance Appraisal and Employee Performance**

As elucidated within the investigative research conducted by Rudman and Gustavsson in 2012, the assessment of employee performance assumes a position of marked significance for enterprises endeavoring to elevate the efficacy of their workforce. Moreover, a strong association exists between an organization's management of its workforce and the outcomes it attains. The work of Gilley, Gilley, and McMillan (2009) suggests that attention to human nature, whether positive or negative, serves as a motivational factor, compelling individuals to exert greater effort. A key approach employed by administrators to motivate employees is the implementation of an effective performance evaluation process (Performance Appraisal Policy). Cook and Crossman (2004) indicate that employees typically respond with defensiveness when their performance is assessed, often accusing managers of exhibiting bias when their performance is deemed below average or inconsistent with their own perception of their contributions. Mani (2002) further notes that disagreements regarding contributions and performance evaluations have the potential to generate prolonged periods of discomfort spanning several months.

In line with the research conducted by Choon and Embi (2012), it has been observed that a negative final rating on a performance appraisal does not serve as a source of motivation for the average employee, and in fact, it may



even lead to a deterioration in their performance. On the contrary, individuals characterized by an elevated sense of self-esteem tend to demonstrate a greater proclivity for being driven towards the augmentation of their performance in reaction to constructive criticism (Sahoo & Mishra, 2012). The present investigation extensively examines the discernment of domains necessitating improvement and proffers methodologies for the amplification of subsequent employee performance. Moreover, as posited by McDowall and Fletcher (2004), a heightened degree of anticipation exists for employees to perceive the evaluation of their performance as equitable and precise, contingent upon the evaluator's demonstration of a marked prowess and competence level. Moreover, when employees are given the opportunity to engage in open discussions and debates regarding their work, they are more likely to express satisfaction with the outcomes of their performance appraisal. Additionally, Grund and Przemec (2012) assert that employees who possess a comprehensive understanding of their roles within a team setting are better positioned to contribute more effectively to the overall success of the organization.

### **The Concept of Trust Propensity**

Multiple authors in the field of social psychology have argued that trust may be conceived of as a personality attribute (Mayer et al., 1995). Trust is a multifaceted notion that has been conceptualised in several ways. Trust, as defined by Rotter (1971), is an invariant character trait that does not shift with one's geographic location or the passage of time. It is widely acknowledged within scholarly discourse that the term "trust" denotes a psychological state characterized by an individual willingly embracing vulnerability based on



optimistic expectations regarding the intentions and behavior of others (Rotter, 1980). According to Rousseau, Silkin, Burt, and Camerer (2011), trust can be defined as a "psychological condition encompassing the volition to accept vulnerability predicated on a positive anticipation of another person's intentions or conduct" (2011: 395). The establishment of trust necessitates an ongoing process of relationship development, effective communication, and demonstrable actions (Misztal, 1996). Nonetheless, the concept of trust has been subjected to various theoretical perspectives, leading to considerable disagreements and scholarly debates. Colquitt, Lepine, Zapata, and Wild (2011) have demonstrated the existence of distinct forms of trust, thereby suggesting the presence of two independent streams within the trust literature. The first stream, as exemplified by the viewpoint of Mayer, Davis, and Schoorman (1995), underscores the vulnerability aspect of trust. In contrast, the alternative school of thought, as espoused by Rousseau et al. (2011), places greater emphasis on the anticipatory dimension of trust.

The scholarly exploration of trust encompasses an important distinction between trustworthiness, which refers to the trustee's competence, compassion, and honesty, and trust propensity, which denotes an individual's inherent inclination to rely on others. This perspective is predominantly endorsed by researchers who perceive trust as an inherent personality trait and frequently employ an individual's general disposition or tendency to trust as a means to predict trust-related behaviors (Chopra & Wallace, 2003). In essence, an individual's propensity to trust signifies their dispositional preparedness to depend on other people (Colquitt et al., 2007), demonstrating their readiness and conviction that they will not suffer harm or be exposed to

danger as a consequence of others' actions. The propensity to trust is an inherent characteristic that encompasses an individual's overarching inclination to place reliance in others, influenced by societal factors, personal experiences, and individual traits (Mayer et al., 1995). In correspondence with a person's innate trustworthiness, the psychological impediment hindering trust diminishes, leading them to exhibit a greater proclivity for trust in situations where most others would exhibit caution. When individuals possess a predisposition to trust, they possess an understanding that it is conceivable for others to act in a manner detrimental to their interests, yet they maintain a belief that such occurrences are unlikely (Ferguson & Peterson, 2015). Consequently, individuals with a trusting disposition tend to hold optimistic assumptions regarding others and experience more favorable outcomes and expectations.

### **Trust Propensity and Employee Performance**

The propensity to trust is an inherent characteristic that encompasses an individual's overarching inclination to place reliance in others, influenced by societal factors, personal experiences, and individual traits (Mayer et al., 1995). In correspondence with an individual's innate trustworthiness, the psychological impediment hindering trust diminishes, leading them to exhibit a greater proclivity for trust in situations where most others would exhibit caution. When individuals possess a predisposition to trust, they possess an understanding that it is conceivable for others to act in a manner detrimental to their interests, yet they maintain a belief that such occurrences are unlikely (Ferguson & Peterson, 2015). Consequently, individuals with a trusting

disposition tend to hold optimistic assumptions regarding others and experience more favorable outcomes and expectations.

In the workplace, individuals' performance and behaviours are influenced by their predisposition to trust. It is possible that employee trust in the workplace impacts employee behaviour, hence impacting organisational performance. Specifically, the degree to which workers believe they get honest and fair treatment inside the firm might affect whether or not they participate in opportunistic behaviour. Hence, the level of confidence that workers have in management affects the organization's performance. If workers rely heavily on their talents and skills, they inspire a great deal of trust. The establishment of such trust among workers produces unique characteristics and noteworthy employee organisation. There is a correlation between organisational achievement and confidence. In addition, trust defines the behavioural ecology of the organization's operation and, as a result, increases employee productivity and, by extension, organisational productivity. Trust positively affects several organisational and individual results. Also, it improves mental health, accessibility, and security. These circumstances are the predictive factors for the work performance of employees. The employee is accountable for the development of trust in the company, while the management is responsible for fostering a trust-based environment. Management must foster the development of a culture of trust inside the business.

Long-term success is attained by businesses that cultivate mutual trust between management and staff. These companies are committed to the integrity of their processes, systems, and people. The relationships between management and staff are founded on the concepts of honesty, integrity, and

collaboration. In these firms, both management and staff are responsible for adhering to the highest ethical standards in all aspects of their work. They honour their commitments and uphold their word.

### **Trust Propensity, Performance Appraisal and Employee Performance**

The conceptualization of trust in performance appraisal ratings can be characterized as the extent to which employees perceive their organization's appraisal process to be conducted fairly, with a focus on recognizing and acknowledging their abilities and work behaviors. Scholars from various backgrounds have emphasized the significance of fairness in performance evaluation, asserting that when appraisal practices are perceived as fair and trustworthy, employees develop positive sentiments toward the organization, thereby fostering heightened productivity (Korsgaard & Roberson, 1995). Furthermore, the psychological experience of trust enhances individuals' commitment to the organization and diminishes their inclination to consider alternative job-seeking behaviors, as evidenced by the research conducted by Ikramullah et al. (2012).

As per scholarly investigations on performance appraisal, well-structured and impartial performance appraisal systems have the potential to attract, motivate, and enhance employee performance (DeNisi & Pritchard, 2006; Roberson & Stewart, 2006). Additionally, Lau and Moser's (2008) research found that employees who believe the methods used to evaluate performance are fair also demonstrate a higher level of dedication, which ultimately results in superior performance. Earlier studies further substantiate the notion that the fairness of performance assessment is closely linked to employee satisfaction, commitment, and motivation (Salleh, Amin, Muda, &



Halim, 2008). By establishing a correlation between trust, fairness perceived in performance appraisal ratings, and employee performance, it can be asserted that employees develop a sense of commitment towards the organisation.

## **Empirical Review**

### **Performance appraisal and employee performance**

Egziabher's (2018) study investigated the influence of appraisal on employee performance, employing a mixed methodology approach with an explanatory design. The gathered data underwent a comprehensive analysis using descriptive and inferential statistics. A meticulously designed questionnaire, utilising a five-point scale, was employed to assess the impact of the questionnaire's components. The research was analysed using SPSS version 20.0 utilising the t-test, correlation, and regression analysis. The results indicate that, since the rating's precision, all aspects that influence the effectiveness of employee performance are stronger and more significant. The researcher suggested that these characteristics be considered by firms to achieve the effectiveness of employee performance and the evaluation's purpose.

In their study, Khan, Sattar Khan, and Khan (2017) conducted an examination into the correlation between employee performance and performance appraisals. The collected statistics strongly suggest a significant relationship between performance evaluation and the performance of employees in the commercial banking sector located in Dera Ismail Khan. The research encompassed a sample size of 150 bank employees from Dera Ismail Khan, with the findings indicating that motivation, serving as a moderating

factor, possesses the capacity to influence employee performance as a key determinant. The outcomes revealed that the interaction between performance appraisal and employee motivation yields a greater variability. However, it is noteworthy that the change in  $R^2$ , amounting to 0.006, does not possess statistical significance, as evidenced by a p-value of 0.168. These results thereby indicate the absence of any moderating effects between performance appraisal and employee performance.

Research conducted by Wanyama Wanjala and Kimutai (2015) at ten randomly chosen commercial banks in Trans-Nzoia County, Kenya, examined how employee performance reviews impacted bank outcomes. Descriptive research methods were used for this investigation. The stratified and simple random selection method was used to recruit 178 individual's representative of the study's target population. There was a 67% response rate, and the surveys are now complete. Descriptive statistics were employed to analyse the dataset, specifically focusing on frequency and percentage distributions. The data was presented using frequency tables, while the hypothesis was assessed through the use of the chi-square test.

In 2012, Daoanis conducted an analysis of the performance evaluation procedure of Nass Construction Company and its impact on staff performance. The participants of this survey consisted of long-term employees who were selected through purposive sampling. The research employed a combination of methods to gather information, placing significant emphasis on interviews, focus group discussions, and survey questionnaires as primary research methodologies. The research outcomes unveiled that the corporation possesses a well-founded performance assessment framework consonant with the

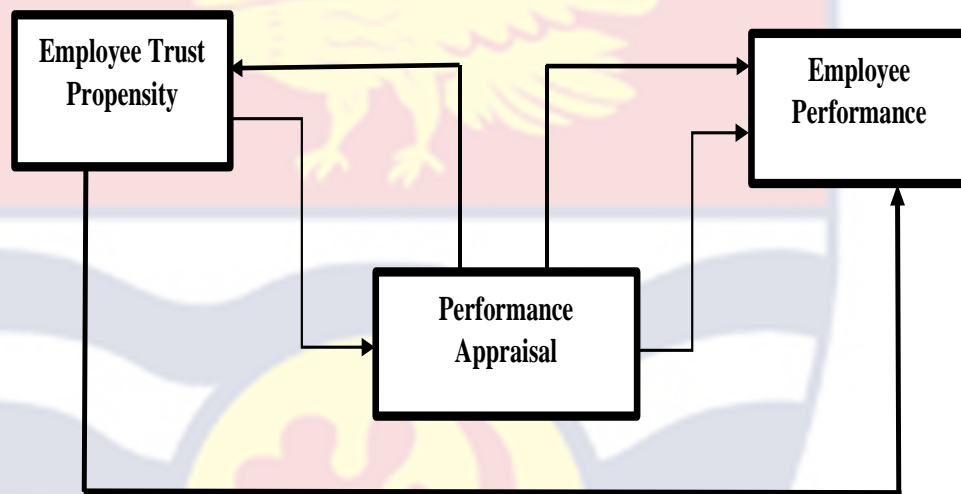
objectives and aspirations of the organization, thereby manifesting precision with regard to both content and purpose. It was determined that the performance evaluation procedure of the company exerted both positive and negative influences on employee performance.

In a scholarly investigation, Kuvaas (2006) undertook an analysis to explore the plausible associations among satisfaction with performance appraisal, self-reported job outcomes, affective organisational commitment, and intention to depart from the organisation. 593 employees from 64 savings institutions in Norway participated in a cross-sectional study that revealed the relationship between performance evaluation satisfaction and emotional commitments and intentions to leave. Nonetheless, the intrinsic motivation of the employee mediated and controlled the relationship between pleasure and performance. In light of employees exhibiting diminished motivation, the proposal of moderation was proffered, whereas a favourable association was advocated for individuals displaying heightened motivation levels. The ensuing discourse contemplates the implications and puts forth recommendations for forthcoming investigations.

### **Conceptual Framework**

The present study undertook an investigation into the impact of employees' inherent inclination to trust on the connection between performance evaluations and their subsequent performance within a specific subset of telecommunications firms in Ghana. Hence, the principal aim of this investigation was to formulate an all-encompassing framework capable of providing a resilient elucidation of the interplay between performance appraisals, employee performance, and their proclivity to place trust.

Accordingly, the conceptual framework employed in this study posits that employees' trust in the ultimate assessments derived from performance appraisals positively affects their job performance and overall productivity. Figure 1 provides a visual representation of the graphical illustration portraying the previously mentioned conceptual framework, which constitutes the underpinning basis for the present study.



*Figure 1: Conceptual Framework of the Study*  
Source: Researcher's Construct (2023)

### Chapter Summary

The preceding chapter extensively explored the goal-setting theory, which serves as the pertinent and applicable foundation for both performance appraisal and employee performance. Furthermore, a meticulous review and synthesis of the literature pertaining to performance appraisal, employee performance, and trust propensity were undertaken. Lastly, a comprehensive assessment of an empirical analysis of the research topic was performed. In conclusion, the interrelationships among the different variables were effectively elucidated through the utilisation of a suitable conceptual framework.



## CHAPTER THREE

### RESEARCH METHODS

#### Introduction

This current investigation delves into the intricate interplay existing within the telecommunications industry in Ghana, specifically focusing on the dynamic nexus between performance appraisal, employee performance, and employee trust propensity. This chapter outlines the research methodology employed, including the research design, study population, and data acquisition methods utilised. In order to ascertain the veracity and precision of the outcomes, the section delineates the results of reliability and validity assessments performed on individual measurement constituents. Moreover, a comprehensive overview of the operationalization of the research variables is provided, followed by a description of the data analysis techniques employed to attain the study's objectives. Furthermore, it is imperative to note that all ethical considerations pertaining to this research were rigorously adhered to.

#### Research Approach

According to Creswell (2013), quantitative and qualitative research methodologies are utilised in a variety of disciplines, including the social sciences, business, and natural sciences. In terms of data acquisition, analysis, and interpretation, these approaches vary. The quantitative method involves the collection and examination of numerical data. For measuring, analysing, and generalising findings, it employs statistical methods. This method seeks to quantify and establish relationships between variables so that researchers can draw objective conclusions based on numerical evidence. It frequently entails large sample sizes and structured methods of data acquisition, such as surveys,

experiments, or statistical analysis of existing datasets. However, non-numerical data are collected, analysed, and interpreted using the qualitative method (Creswell, 2013). It focuses on comprehending the meanings, experiences, and points of view of the individuals or groups under study. This approach emphasizes subjective understanding and aims to explore the complexities and nuances of social phenomena (Denzin & Lincoln, 2017). Mixed methods research constitutes a comprehensive research approach that strategically integrates facets of quantitative and qualitative methodologies, as delineated by Johnson, Onwuegbuzie, and Turner, L. A. (2007). This methodological framework is frequently employed with the intent of procuring a more holistic comprehension of a given research quandary than could be achieved through the individual utilization of either singular methodological approach.

Aligned with the predetermined objectives of the study, the delineated specific goals, and the inherent characteristics of the collated and scrutinized primary dataset, an empirical research methodology of a quantitative nature was employed. The structures in question possessed quantifiable attributes and demonstrated statistical sensitivity. As outlined by Creswell (2013), quantitative methodology entails comprehending and interpreting phenomena by means of gathering numerical data employing mathematical instruments, particularly statistics. The quantitative research methodology serves as a means of systematically collecting and analysing data in a quantitative manner (Bryman, 2012). Utilizing deductive reasoning, quantitative methodologies endeavor to unveil patterns within the realm of social phenomena by deconstructing the intricacies of the social sphere into tangible empirical

constituents referred to as variables. These variables can be rendered into numerical expressions, either in the form of frequencies or ratings, thereby facilitating a systematic exploration of the underlying structures inherent to social existence.. These associations are then subject to analysis using statistical techniques and can be accessed through stimulus and systemic measurements developed by researchers (Ben-Shlomo, Brooks, and Hickman, 2013; Rahman, 2016).

This methodology conventionally initiates with the accumulation of data grounded in a formulated hypothesis or theory. Subsequently, it employs descriptive or inferential statistical analyses as delineated by Tashakkori and Teddlie (2003). The quantitative paradigms are widely acknowledged for their deductive essence, as they are predicated upon the prevailing notion that inferences drawn from statistical hypotheses encapsulate inherent attributes of the studied population. These quantitative techniques often adhere to the notion of a single, independent "truth" (Lincoln & Guba, 1985). Given the random selection of a larger sample, the findings obtained through quantitative analysis are likely to be applicable to the entire population or a specific subgroup (Carr, 1994). Nonetheless, the quantitative research approach possesses limitations, such as its tendency to portray a partial representation of an event and its disregard for the experiences of test-takers and evaluators (Rahman, 2016).

### **Research Design**

Leedy and Omrod (2010) elucidated the concept of research design as a compendium of guiding principles and prescriptive directives aimed at effectively navigating the terrain of the research conundrum. As stated by

Zikmund, Carr and Griffin (2013), the research design delineates the precise data approach or strategy adopted by the researcher with an intention of achieving the study's aims. The fundamental objective of crafting a research design is to establish a correlation between theoretical research questions and pertinent empirical examinations. It delineates the essential techniques for organizing information and devising solutions in the realm of marketing research. Drawing from the principles of quantitative research methodology, a variety of research designs can be proficiently employed to acquire and dissect data. The experimental invent according to Campbell and Stanley (1963) manipulates an independent variable to observe its effects on a dependent variable while controlling for other variables. Participants are assigned randomly to various conditions or groups, and data are gathered to determine the cause-and-effect relationship between variables. Similar to the structure of experimental design, quasi-experimental design encompasses the deliberate manipulation of an independent variable. However, unlike in traditional experimental designs, the assignment of participants to various groups is not conducted through randomization. Rather, pre-existing groups or natural conditions are utilised. It is often employed when randomization is impractical or unethical. In a correlational design, the researcher examines the relationship between variables without manipulating the variables (Babbie, 2016). The focal point lies in the determination of both the magnitude and orientation of the relationship between variables.. However, correlational research does not establish causality. The explanatory research design is a research methodology used to examine the causal relationships between variables (Johnson & Lee, 20121). It seeks to explain why certain events or phenomena occur by



investigating the relationships between variables and identifying the contributing factors. Explanatory research aims to provide a deeper understanding of a phenomenon's underlying mechanisms and causes. It attempts to answer "why" and "how" queries by investigating the cause-and-effect relationships between variables.

The utilization of the descriptive research design was deemed suitable and employed in light of the study's inherent characteristics. In the realm of scientific inquiry, particularly in the social sciences and other related fields, the descriptive research design represents a methodological approach aimed at systematically observing, meticulously recording, and rigorously analyzing phenomena within their authentic settings. Its primary purpose is to provide an accurate depiction and interpretation of the characteristics, behaviours, and relationships of a specific population or sample (Nassaji, 2015). This form of research design according to Robson (2011) focuses on characterising the status quo without manipulating variables or establishing causality.

According to Ary et al. (2010), descriptive research design requires the collection of data through a variety of techniques, including surveys, questionnaires, interviews, observations, and extant records or documents. Based on the characteristics of the data and the goals of the research, the gathered data is subsequently structured, condensed, and examined through either statistical or qualitative methods. The findings are presented in a thorough and objective manner, frequently using tables, charts, and narratives to effectively convey the results.

## Study Units

The focal subject of investigation within this research pertains distinctly to the designated head offices of Vodafone Ghana, Mobile Telephone Networks (MTN) and Airtel Tigo telecommunication companies. Mobile Telephone Networks (MTN) Group Limited, previously identified as Areeba within the borders of Ghana, embodies a distinguished South African multinational entity in the realm of mobile telecommunications, exerting its operational influence across diverse nations within the African and Asian continents. Situated within the city of Johannesburg, MTN establishes its esteemed headquarters. As of December 2020, MTN claimed an extensive user base of 280 million individuals, positioning it as the globally recognised eighth-largest provider of mobile network services and concurrently holding the distinction of being the most prominent network provider across the vast expanse of Africa. Notably, MTN derives a noteworthy portion, amounting to one-third, of its revenue generation from the Nigerian market, thereby securing a formidable market share of approximately 35% within the nation. According to the most recent data from the National Communications Authority, MTN Ghana leads the Ghanaian telecommunications industry with a 65 per cent market share (NCA). On the other hand, Vodafone Ghana, formerly known as Ghana Telecom, is the country's government-owned telecom provider. Vodafone Ghana is a subsidiary of Vodafone Group Plc, a preeminent global entity renowned as the foremost mobile telecommunications service provider worldwide. The conglomerate extensively operates across diverse geographical domains, encompassing the Americas, Europe, the Middle East, Africa, and Asia, thereby reinforcing its

dominant presence in these significant regions. It had around 9.3 million mobile voice users as of January 2020, representing 13.81 per cent of the Ghanaian market. However, AirtelTigo which is the merged mobile operator of Tigo Ghana Limited and Airtel Ghana Limited is known to be the second-largest Ghanaian mobile network operator. In November of 2017, Tigo Ghana Limited and Airtel Ghana Limited merged to form the firm, with Millicom International Cellular S.A. and Bharti Airtel Ltd agreeing to share equal ownership and governance. Trust in appraisal ratings impacts employee performance positively by increasing motivation, objective alignment, and performance improvement. In addition, it contributes to the sector's vision by aligning employees with organisational values, nurturing talent development, and promoting a positive organisational culture.

### **Population**

As per Leedy and Ormrod's scholarly work in 2010, the population of a study denotes the total group objectively targeted by the researcher to acquire information and derive conclusive insights. Robson in 2002 further elucidated that "population" encompasses the entirety subjects being examined. Additionally, Robson emphasized that the term "population" encompasses diverse dimensions, encompassing instances where individuals can be queried, as well as specific temporal and spatial contexts. In the context of the present investigation, the population comprises the entire workforce, totalling 190 employees, situated within the telecommunication head offices of MTN, Vodafone Ghana, and AirtelTigo.

**Table 3.1: Summary of the Employees in each sector**

| <b>Telecommunication Sector</b>  | <b>Population</b> |
|----------------------------------|-------------------|
| MTN telecommunication            | 80                |
| Vodafone Ghana telecommunication | 65                |
| Airtel Tigo telecommunication    | 45                |
| <b>Total</b>                     | <b>190</b>        |

Source: Field Survey (2023)

### **Sample Size and Sampling Procedure**

A sample can be understood as a smaller subset taken from a larger population, characterized by specific attributes shared with the overall group (Zikmund, Babin, Carr, & Griffin, 2013). Bambale (2014) elaborates on the concept of a population sample, which represents a portion of the total units chosen for investigation. Research findings by Gravetter and Forzano (2018) establish that sampling involves a purposeful selection of a group of individuals, whose data will later be used to make inferences about these individuals. To determine the appropriate sample size, the methodology employed Krejcie and Morgan's (1970) well-regarded table. This resulted in the selection of a sample size of 127 from an initial sample frame of 190 units.

Utilising computing technology, random number tables, or online random number generators, a simple random sample is methodically selected from a comprehensive sampling frame (Urbaniak & Plous, 2008; Saunders et al., 2014). The employment of the simple random technique aimed to ensure a balanced opportunity for all respondents, as the researcher sought to eliminate any biases in participant selection. Furthermore, the decision to opt for a simple random approach was driven by the shared characteristic among all respondents (Ben-Shlomo, Brookes & Hickman, 2013; Zikmund, Carr, and



Griffin, 2009). In this study, numerical values were allocated to the examined organizations through a randomized selection process. These values were written on individual pieces of paper, well-mixed, and then drawn without any specific pattern until reaching the desired sample size of 127.

The individuals under consideration encompassed the entirety of the research cohort, assuming the role of the principal reservoir of data. The statistical summaries presented in Tables 3.2 delineate the aggregate population of employees derived from the designated telecommunications enterprises.

**Table 3.2: Summary of the Telecommunication sector with their Sample Size**

| <b>Telecommunication Sector</b>  | <b>Sampled</b> |
|----------------------------------|----------------|
| MTN telecommunication            | 50             |
| Vodafone Ghana telecommunication | 47             |
| Airtel Tigo telecommunication    | 30             |
| <b>Total</b>                     | <b>127</b>     |

Source: Field Survey (2023)

### **Data Collection Instrument**

In this study, a questionnaire was utilized as the primary tool for collecting firsthand data. The work of Singer and Couper (2017) and Malhotra and Birks (2007) elucidates that a questionnaire constitutes a methodical compilation of inquiries devised to gather information from respondents. As asserted by Young and Javalgi (2007), questionnaire surveys represent the prevailing approach to data collection in research, affording the ability to assess issues that hold paramount significance for business growth and management (Malhotra & Birks, 2007). Closed-ended questions necessitate

respondents to select from a restricted range of alternatives and assess each option individually.

The questionnaire encompassed closed-ended inquiries, aligning with the structured nature of causal investigations (Maxwell & Mittapalli, 2012). In order to collect primary data, the utilisation of methodical techniques becomes imperative. Closed-ended items, such as checklists, roster scales, and dichotomous queries, serve as illustrative examples in this regard (Leedy & Ormrod, 2010). Checklists offer a comprehensive compilation of behaviours, characteristics, or other elements under scrutiny by the researcher, while roster scales prove more suitable for evaluating conduct, attitude, or any other continuum-based phenomenon of interest. The advantages of questionnaires, as emphasised by McColl (2005), transcend those of interviews. The implementation of structured inquiries for initial data collection streamlines the subsequent analysis process. Furthermore, a user-friendly questionnaire helps mitigate measurement errors and minimises the likelihood of nonresponse errors among participants in the research (Singer & Couper, 2017; Mutepfa & Tapera, 2018). For instance, Likert scale questions, encompassing response options such as strongly agree (SA), agree (A), neutral, disagree (D), and strongly disagree (SD), are assigned point values ranging from 1 to 5. By employing a five-point Likert scale item, the researcher gains the ability to rank the responses provided by participants for each statement on the data collection instrument.

The questionnaires disseminated amongst the participants of the designated telecommunications companies was structured into five distinct sections. The initial section, denoted as Section A, encompassed a

comprehensive range of demographic information concerning the respondents, encompassing variables such as gender, age, tenure with the company, and job classification, among others. Section B of the questionnaire focused on scrutinising the performance appraisal practises implemented within telecommunications companies, while Section C aimed to investigate the performance measurement indicators employed by these organisations. Moving forward, Section D was dedicated to examining the intricate relationship between performance appraisals and employee performance. Lastly, the primary objective of Section E revolved around assessing the impact of employee trust propensity on the association between performance appraisal and employee performance.

### **Pre-Testing**

The pre-test provided insight into the results of the primary investigation. Generally, preceding the primary survey, a preliminary examination is customarily carried out to enhance the credibility and dependability of the instrument. Prior to the implementation of the proposed methodologies and procedures in the actual research, it is customary to conduct a small-scale methodological trial to ascertain their feasibility. Among the chosen personnel from the designated telecommunications enterprises who partook in the pilot study, twelve individuals were deemed ineligible. In the pre-test phase, the supervisors were requested to provide their assessments on the pertinence and clarity of the questions, which enabled the researcher to go ahead with the actual study.

### **Data Collection Procedure**

To bolster the study's credibility and safeguard its confidentiality, an introductory letter was procured from the researcher's affiliated institution, specifically from the Department of Human Resource Management at the University of Cape Coast. This letter explicitly delineated the research instrument's objectives, underscored the importance of maintaining respondent anonymity, and encouraged enthusiastic engagement in the survey. Following the established protocols for securing authorization from Branch Heads, the researcher obtained the necessary permissions to administer the questionnaire. Subsequently, the questionnaire was distributed directly to the respondents by the researcher. This dissemination occurred during regular business hours, strategically timed to ensure optimal accessibility for a significant segment of the employee population identifiable during this timeframe. This careful and methodical approach fostered a heightened sense of collaboration and participation among the respondents. As a result, the questionnaire return rate was commendably high. Moreover, the investigator provided a comprehensive explanation of the study's objectives and guided the participants in effectively navigating the questionnaire. It is worth noting that the questionnaire itself was meticulously designed to require approximately ten (10) minutes for completion. This design consciously aimed to enhance engagement and alleviate potential monotony stemming from time constraints.

### **Data Processing and Analysis**

Adèr and Adèr (2008) provide a comprehensive definition of data analysis as the intricate process encompassing editing, cleaning, transforming, and modelling data with the intent of extracting pivotal information,



illuminating ideas, drawing conclusions, and facilitating decision-making. The assimilation of analytics demands the conversion of intricate data into meaningful and actionable insights (Johnson, Levine, Smith, & Stone, 2010). To address the research inquiries at hand, the Statistical Package software (SPSS version 21.0) was employed to meticulously edit, encode, and evaluate the study's questionnaire. This statistical instrument is highly recommended for social science research endeavours (Zickmund, 2000). Employing a composite variable approach for each constituent allowed for a more comprehensive approach to data analysis. Descriptive statistical methodologies, encompassing measures such as the mean, standard deviation, frequency count, and percentage, were employed to systematically investigate and enhance the understanding of the pertinent dataset.

Demographic data was measured using descriptive statistics. As stipulated by Leedy and Ormrod (2010), the use of specific descriptive statistical analyses might be impacted by the inherent characteristics inherent in the study findings. Descriptive statistics were utilised to assess each goal. Based on analytic considerations, the use of inferential statistics, that is correlation and regression to satisfy research objectives three and four was deemed appropriate and relevant. Tables and Figures displayed the data chronologically, making interpretation and conversation easier and simpler.

### **Ethical Considerations**

The credibility of research comes into question when it becomes entangled with ethical dilemmas. Ethics, in this context, pertains to the established standards of behavior that shape moral judgments, thereby

influencing our conduct and engagements with others (Saunders, Lewis, and Thornhill, 2007). In the realm of social research, meticulous attention to ethical considerations and the dignified treatment of study participants assume paramount significance. The term "research ethics" encapsulates the prescribed protocols of conduct requisite in the pursuit of research endeavors. Upholding the principles of research ethics entails a moral imperative to safeguard participants from harm while simultaneously ensuring the preservation of their confidentiality.

The respondents to the survey were well aware of the sampling procedure, and those who qualified for the research were not required but were strongly encouraged to participate. Participants were informed of the part that they would play in supplying valuable information as well as the objective that would be served by using the information that they provided. It was ensured that respondents would remain anonymous by ensuring that the substance of the questionnaire did not require any personally identifiable information from them, including their names and phone numbers. The researcher made sure to clarify what confidentiality entailed to the participants in the survey so that any questions they had could be answered. In addition, the data were restricted so that only the responders could view them. In addition, the concluding report did not include any commentary on the respondents' specific replies; hence, no portion of their responses would be divulged. As a result, the findings were presented in the order in which they were uncovered after data processing.

### **Chapter Summary**

This chapter elucidates the suitable research methodology employed in the study, encompassing the acquisition, processing, analysis, and presentation

of primary data with the aim of facilitating clear and facile interpretation. Moreover, this chapter imparts knowledge pertaining to the scientific approach indispensable for fulfilling data prerequisites, statistical tools employed, and the systematic investigation of the prevailing issue.



## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

This section of the research conveys the results of the self-administered questionnaire. The discussions provided interpretations of the findings considering prior findings and theories. The chapter is separated into two sections. The first section focuses on the demographic information of respondents, including their gender, age, marital status, educational attainment, and years of experience. According to the research's objective, the second section is devoted to the respondents' responses. It addresses the research objectives using the data gathered. A hundred and twenty-seven (127) questionnaires were distributed of which 121 were received being answered constituting a 95.275% response rate.

#### Background Facts of Respondents

The introductory phase of the survey aimed to compile demographic specifics from the participating individuals. This procedural step was undertaken to facilitate a comparative analysis of the ensuing responses. The amassed dataset encompassed variables such as gender, age bracket, marital status, educational attainment, and professional tenure. A tabular representation of the distribution pertaining to the participants' contextual information is discernible in Table 4.1.



**Table 4.1: Background Facts of Respondents**

| Background Information                  | Frequency  | Percentage   |
|---|------------|--------------|
| <i>Sex</i>                              |            |              |
| Male                                    | 77         | 63.6         |
| Female                                  | 44         | 36.4         |
| <b>Total</b>                            | <b>121</b> | <b>100.0</b> |
| <i>Age Range (years)</i>                |            |              |
| less than 25                            | 12         | 9.9          |
| 25 -34                                  | 42         | 34.7         |
| 35 – 44                                 | 35         | 28.9         |
| 45 – 54                                 | 25         | 20.7         |
| 55 and above                            | 7          | 5.8          |
| <b>Total</b>                            | <b>121</b> | <b>100.0</b> |
| <i>Marital Status</i>                   |            |              |
| Married                                 | 39         | 32.2         |
| Single                                  | 73         | 60.3         |
| Others                                  | 9          | 7.4          |
| <b>Total</b>                            | <b>121</b> | <b>100.0</b> |
| <i>Qualification in Education</i>       |            |              |
| Diploma                                 | 12         | 9.9          |
| HND                                     | 17         | 14.0         |
| First Degree                            | 22         | 18.2         |
| Second Degree                           | 2          | 1.7          |
| Other specify                           | 68         | 56.2         |
| <b>Total</b>                            | <b>121</b> | <b>100.0</b> |
| <i>Years of Work Experience (years)</i> |            |              |
| Less than 1 year                        | 80         | 66.1         |
| 1-5 years                               | 25         | 20.7         |
| 6-10 years                              | 12         | 9.9          |
| 11-15 years                             | 4          | 3.3          |
| <b>Total</b>                            | <b>121</b> | <b>100.0</b> |

Field Survey (2023)

The table presented above elucidates the gender distribution among the participants. Out of one hundred and twenty-one (121) respondents, seventy-seven (77) were males representing 63.6% and forty-four (44) were females representing 36.4%. This indicates that men dominate the employees in the selected telecommunication companies in Ghana.

The survey also looked at the ages of the respondents. From the table, it could be analysed that twelve (12) respondents representing 9.9% had ages less than 25 years. Forty-two (42) respondents representing 34.7% were between the ages of 25 to 34 years while thirty-five (35) respondents representing 28.9% were between the age range of 35 to 44 years. Also, twenty-five (25) respondents representing 20.7% were between the ages of 45 to 54 years. There were seven (7) employees among the respondents who were 55 years and above representing 5.8%. The results there induced that the selected telecommunication companies had more young adults who are energetically dominating the workforce who were between the ages 25 and 34 years followed by adults of peak age.

Followed by their marital status it was analysed from the table that thirty-nine (39) respondents were married representing 32.2%, with seventy-three (73) respondents being single representing 60.3% and nine (9) respondents who are not either married or single also representing 7.4%. This indicates that most of the employees working at the selected telecommunication companies were single, further implying that most of the employees were having fewer responsibilities when it comes to family matters.

With the educational qualification, twelve (12) of the respondents had their diploma degree constituting 9.9%, seventeen (17) respondents with HND degrees constituting 14%, twenty-two (22) respondents with First degree representing 18.2%, and two (2) with their second degree representing 1.7%. Sixty-three (63) respondents selected "others", representing 56.2%. The employees in the category "others" had their educational levels to the junior

high and senior high levels. And most of these employees were sent out on fieldwork to acquire customers for their companies.

Analysing their years of work experience, eighty (80) respondents representing 66.1% had less than a year of experience. Also, twenty-five (25) respondents representing 20.7% have one (1) to five (5) years of work experience. Respondents with six (6) to ten (10) years of work experience were twelve (12) representing 9.9%. And lastly, respondents with 11 to 15 years of work experience were four (4), representing 3.3%. Most of the employees were categorized under less than a year of work experience because they have replaced most employees who turn over recently in the selected telecommunication companies.

### **Performance Appraisal Practices Employed**

The main objective of this section is to thoroughly analyse the initial purpose of the investigation. The primary aim of this study was to investigate the practical implementation of performance appraisal practices in selected telecommunications companies in Ghana. This objective was evaluated using simple descriptive statistics such as frequency and percentage.

**Table 4.2: Performance Appraisal Practices Employed**

| Statement   | Frequency<br>(N) | Percent<br>(%) |
|---|------------------|----------------|
| <i>Does your institution conduct performance appraisals?</i>                        |                  |                |
| Yes   | 121              | 100.0          |
| <b>Total</b>  | <b>121</b>       | <b>100.0</b>   |
| <i>Which method is employed by your company in appraising employee performance?</i> |                  |                |
| Traditional Methods   | 65               | 53.7           |
| Modern Methods  | 12               | 9.9            |
| Mixed Methods   | 44               | 36.4           |
| <b>Total</b>  | <b>121</b>       | <b>100.0</b>   |
| <i>Which specific performance appraisal methods does your organisation employ?</i>  |                  |                |
| Ranking methods   | 59               | 48.8           |
| Essay statement appraisal method  | 25               | 20.7           |
| 360-degree appraisal method   | 26               | 21.5           |
| Management by objective method  | 11               | 9.1            |
| <b>Total</b>  | <b>121</b>       | <b>100.0</b>   |

Field Survey 2023

According to Table 4.2, one hundred and twenty-one (121) respondents representing 100% of the sample make known that their organization conducts performance appraisals to evaluate their job performance. The exact techniques of performance appraisal that were utilised by their organization was the topic of the next inquiry, which served as a follow-up to the previous one. In this section of the survey, the majority of respondents of sixty-five (65) representing 53.7% stated that their organisation makes use of traditional methods in order to evaluate employees' performance. Twelve (12) respondents representing 9.9% asserted that their organization employs the modern method in evaluating their performance, and forty-four respondents (44) constituting 36.4% also claimed that their organization employed both the traditional method and the modern method in evaluating their performance.



Considering the specific method of performance appraisal, fifty-nine respondents (59) corresponding to 48.8%, submitted that their organizations employed the ranking methods in evaluating their performance, while twenty respondents (25) representing 20.7% disclosed that their organization employs the essay statement appraisal method. A collective count of twenty-six (26) participants, constituting 21.5% of the sample, affirmed utilizing the 360-degree appraisal technique to assess employee performance within their respective organizations. Conversely, eleven (11) respondents, accounting for 9.1%, indicated that the Management by Objectives (MBO) approach was employed to evaluate their performance. This finding indicates that the selected telecommunication companies in Ghana rely heavily on the traditional method, which is the ranking method followed by the essay statement appraisal method, in assessing their employees. It can be inferred from the table that among the modern methods of appraising employees, the 360-degree method was commonly employed, followed by the management of objective (MBO) in assessing performance.

The results provide support for the assertions put forth by Ahmad and Bujang (2013). They argued that the optimal approach for assessing employees' job performance is to integrate both conventional and contemporary methods. Ahmad and Bujang (2013) highlighted two key differentiators within the traditional appraisal method: the organizational aspect and the employee development facet. The discoveries substantiate the claims made by Khanna and Sharma (2014), which state that there are a variety of approaches to evaluating employees and that there is no single approach that is superior to the others or that is universally applicable to all

types of appraisal. The purpose or goal that the organisation wants to accomplish will determine the type of appraisal that is the most appropriate to use. In this situation, it is possible to use either traditional or modern methods to evaluate the work performance of employees on the job.

As ascertained above performance appraisals using the ranking approach, which is the commonest traditional method of appraising, score employees compared to each other rather than using established criteria. This approach is popular since it's straightforward to administer. It also distinguishes employee performance clearly. The ranking system for performance evaluation has several benefits. A pretty objective procedure, first. Ranking employees by performance relative to peers lowers subjectivity in appraisals. The ranking mechanism is simple to administer. Managers may swiftly and easily rank workers from best to worst. Third, the rating technique clearly distinguishes employee performance. This can aid promotions, increases, and other incentives selections. The ranking approach for performance evaluation has drawbacks. Even if they're doing well, employees who are repeatedly ranked lower than their counterparts might seem unjust. Second, ranking might cause unhealthy staff competitiveness and strife. Third, being frequently ranked lower than peers might demotivate staff. The ranking performance assessment approach is straightforward and effective in some instances.

The approach of assessing through essay statements which tends to be the second known traditional method of appraising, offers a comprehensive feedback mechanism for employees. It enables the evaluator to elaborate on both the employee's positive attributes and areas needing improvement,

supplemented with illustrative examples. This process aids employees in comprehending their performance better and provides actionable insights for enhancement. Nonetheless, the essay statement assessment method has inherent subjectivity and demands a considerable amount of time. Evaluators occasionally encounter challenges in articulating precise essays and can inadvertently allow their biases to influence their judgments. Additionally, the essay-based approach lacks comparability across different employees' evaluations, which poses challenges when determining promotions, salary increments, and other compensation-related decisions.

The 360-degree appraisal technique which is the widely used modern method of appraising, involves gathering feedback from a variety of sources, such as the employee's supervisor, colleagues, team members, and clients. This diversified feedback offers a more holistic view of the employee's performance compared to relying solely on input from one individual. To enhance the comprehensiveness and accuracy of feedback, the 360-degree appraisal approach is commonly combined with other assessment methods, such as the graphic rating scale or checklist technique. This integration ensures a well-rounded and precise evaluation process.

Management by objective, being the second known modern method of appraising in the telecommunication companies on the other hand, operates by initiating the establishment of precise objectives for employees. These objectives typically adhere to the SMART criteria: Specific, Measurable, Achievable, Relevant, and Time-bound. Subsequently, employees assume responsibility for formulating strategies to realize these objectives. These strategies encompass detailed actions that employees will undertake to attain

the objectives, along with the required resources. At regular intervals, the advancement of employees towards their objectives is assessed. This assessment procedure is collaborative in nature, involving discussions between the employee and their manager to assess progress and make any necessary adjustments to the strategy. As the performance period concludes, the employee's performance is evaluated in comparison to the established objectives.

These findings also provide credence to assertions made by Kajgar in (2020), who said that the most efficient approach to managing performance is to use a combination of traditional and modern methods while keeping in mind the goals that the organisation aspires to accomplish. The findings corroborate these statements.

### **Measuring Employee Performance**

The second objective of the research was to establish how the performance of the employees of the selected telecommunication firms was being measured, and the purpose of this section was to provide results on that question. A five-point numerical Likert scale was used to assess these indications of the employees' performance. On this scale, a score of one (1) indicates the least amount of agreement to a statement, while a score of five (5) indicates an extremely high amount of agreement to a statement. Descriptive statistics, such as mean and standard deviation, were used to analyze the primary variables.



**Table 4.3: Measuring Employee Performance**

| Statement   | Mean | Std. Deviation |
|---|------|----------------|
| My organization uses my work output to measure my performance.                      | 4.58 | .668           |
| The speed with which I complete an assigned task is used to measure my performance. | 1.41 | .749           |
| The Quality of the work I do is used to measure my performance.                     | 4.81 | .434           |
| Loyalty to the business is also used to measure my performance                      | 1.45 | 1.000          |
| My ability to work effectively is used to measure my work performance.              | 4.06 | .687           |

Field Survey (2023)

From the data presented in the table, it becomes evident that a significant proportion of participants indicated that their organization gauges their performance according to their work output (mean = 4.58; standard deviation = 0.668). A minority of employees also mentioned that their performance assessment involves the speed at which they complete assigned tasks (mean = 1.41; standard deviation = 0.749). Furthermore, an overwhelming majority of the staff members reported that the quality of their work plays a pivotal role in evaluating their performance (mean = 4.81; standard deviation = 0.434). Some employees claimed that loyalty to the company is utilized as a metric for measuring performance (mean = 1.45; standard deviation = 1.000). Moreover, most respondents emphasized that the effectiveness of their work is a key factor in appraising their job performance (mean = 1.06; standard deviation = 0.687).

These results align with the discoveries made by Aguinis (2009) and Coens et al. (2010). These studies indicate that organizations can identify

employees who consistently meet or exceed expectations by evaluating their performance based on the quality of their output and their overall effectiveness. Assessing employee performance through work output which is majorly used as indicator, entails the examination of concrete achievements and outcomes that an employee generates within their position. This approach centres on discernible and measurable contributions provided by the employee. This involves identifying, quantifiable results that hold relevance to the employee's duties and obligations. Such outcomes might encompass metrics such as generated sales revenue, manufactured units, finalized projects, submitted reports, customer satisfaction ratings, and other pertinent performance indicators. Moreover, this method involves the establishment of performance goals by defining distinct, attainable objectives tied to the measurable outputs. These objectives are strategically aligned with the overarching goals of the organization or department.

These employees may be eligible for further recognition and rewards, such as promotions, bonuses, or awards of some other kind.

Also it coincides with the findings of Landy and Farr (1980) revealing that assessing employee performance through the lens of work quality entails appraising the level and excellence of the tasks or projects an employee generates. This methodology underscores the significance of producing outputs of elevated quality that coincide with the benchmarks and goals of the organization. This is accomplished by defining quality standard involving formulating lucid and precise quality benchmarks that are pertinent to the employee's role and obligations. These benchmarks delineate the parameters of acceptable and outstanding work quality.

Another aspect can be setting performance expectations, which is communicating the anticipated degree of quality in the employee's work outputs. This involves articulating the anticipated standards and can encompass specific objectives or milestones linked to work quality.

In the realm of employee performance assessment, as underscored by Smith (2020), the assessment of work speed assumes a crucial position for a holistic evaluation. This process encompasses gauging the time taken to complete tasks and delving into an analysis of productivity metrics. Work speed, which is another widely known indicator frequently serves as a prevalent gauge of employee performance across numerous industries, serving to evaluate employee productivity and pinpoint opportunities for enhancement. The principal benefit of employing work speed as a metric for employee performance lies in its simplicity of measurement. Tracking the duration an employee requires to finalize a task or project is a relatively uncomplicated process. Furthermore, utilizing work speed as an evaluative parameter can imbue motivation in employees. Those rewarded for swift task completion tend to inspire their peers to exhibit increased dedication, subsequently elevating overall work ethic and performance levels.

### **Relationship between Performance Appraisal and Employee Performance**

The study's third research inquiry investigates the presence of a robust connection between performance assessment and employee performance within designated telecommunications companies in Ghana. To pursue this goal, an analysis utilizing the Pearson product-moment correlation was conducted. This analysis aimed to uncover the relationships between the aforementioned variables. A diverse array of variables representing

performance appraisal and employee performance within the specified telecommunications firms were employed for this assessment. Before performing the necessary computations, all negatively worded statements were reversed and recorded for this analysis as well. A threshold of significance of 0.05 was used in the investigation of the statistical significance of the connection. Table 4.4 displays the findings obtained from doing an analysis using the Pearson product-moment correlation.

**Table 4.4: Relationship between Performance Appraisal and Employee Performance**

| Variables |             | EP 1  | EP 2  | EP 3  | EP 4  |
|-----------|-------------|-------|-------|-------|-------|
| PA 1      | <i>r</i>    | .119* | .031* | .628* | .718* |
|           | <i>Sig.</i> | .001  | .000  | .001  | .000  |
| PA 2      | <i>r</i>    | .284* | .124* | .051* | .321* |
|           | <i>Sig.</i> | .000  | .003  | .000  | .000  |
| PA 3      | <i>r</i>    | .197* | .075* | .106* | .378* |
|           | <i>Sig.</i> | .001  | .001  | .001  | .000  |

\*. Correlation is significant at the 0.05 level (2-tailed).

Based on the provided output, it was observed that there exists a statistically significant but very weak positive correlation between PA1 and EP1 (correlation coefficient  $r = 0.119$ ,  $p < 0.05$ ). This showed that an increase in the execution of work tasks leads to improvement in work performed in the company. The variables PA1 and EP2 were found to be markedly low and have negligible positive correlation and were statistically significant ( $r = .031$ ,  $p < .05$ ). This depicted that an increase in the execution of work tasks also increases the amount of effort expended on the job performed. The variables PA1 and EP3 were found to have a moderate positive correlation and were statistically significant ( $r = .628$ ,  $p < .05$ ). This implied that with an increase in the execution of work tasks, there is an increase in recognition given to



employees. The variables PA1 and PA4 were also found to have a high positive correlation and were statistically significant ( $r = .718, p < .05$ ), which implied that an increase in the execution of work tasks improves overall work performance.

The analysis derived from the table indicates that there exists a significant yet very low positive correlation between PA2 and EP1 ( $r = .248, p < .05$ ). This suggests that when there is an enhancement in employees' work behavior, leading to increased work performance, there is a corresponding improvement in the quality of work executed within the company. Similarly, the correlation between PA2 and EP2 is also statistically significant with a very low positive correlation ( $r = .124, p < .05$ ). This implies that when there is a modification in work behavior, there is an increase in the effort exerted in performing job tasks. Regarding the relationship between PA2 and EP3, a statistically significant but notably low and negligible positive correlation is observed ( $r = .051, p < .05$ ). This suggests that when work behavior is altered, resulting in enhanced job performance, there is an associated rise in employee recognition for their commendable work. Furthermore, the connection between PA2 and EP4 exhibits a statistically significant low positive correlation ( $r = .321, p < .05$ ). This indicates that when there is a modification in work behavior, it positively influences the overall organizational performance.

Furthermore, it can be concluded from the table that the variables PA3 and EP1 were depicted to have a very low positive correlation and were statistically significant ( $r = .197, p < .05$ ), showing that an increase in the improvement of employee performance leads to an increase in the

improvement in the quality of work performed at the company. The examination of variables PA3 and EP2 revealed a notably weak and practically insignificant positive correlation, yet one that holds statistical significance ( $r = .075, p < .05$ ). This finding suggests that an enhancement in employee performance is associated with a slight rise in the amount of work dedicated to the job. Similarly, when observing the variables PA3 and EP3, a modest positive correlation of minimal magnitude emerged, while maintaining statistical significance ( $r = .106, p < .05$ ). This outcome underscores the notion that an upswing in employee performance improvement corresponds to an increase in the acknowledgment bestowed upon employees for their commendable efforts. And finally, the variables PA3 and EP4. These variables are said to have a low positive correlation and are statistically significant ( $r = .378, p < .05$ ) instigating that an increase in improvement of employee performance increases the overall performance and improvement of the organisation.

Significantly, the results of the research align with the discoveries made by Vignaswaran (2005), Daoanis (2012), and Fakharyan et al. (2015). In line with Vignaswaran's (2005) study, it is evident that performance appraisal has a favorable impact on the job performance of employees within the Peninsular context. The impacts of performance appraisal on employee performance encompass various dimensions. Firstly, it serves to illuminate the precise roles and expectations of employees. This heightened clarity regarding their responsibilities tends to enhance the likelihood of employees performing at a commendable standard. Secondly, performance appraisals furnish employees with constructive feedback regarding their performance. This

feedback aids in identifying areas for potential improvement, thereby functioning as a catalyst for heightened performance. Additionally, performance appraisals are harnessed to commend employees for their exceptional performance, thereby functioning as a potent motivator that contributes to fostering a constructive and prolific work environment. When executed adeptly, performance appraisal becomes an invaluable instrument for augmenting employee performance. It excels in the provision of role clarity, constructive feedback, and recognition for meritorious contributions. The outcome of such comprehensive performance appraisal practices encompasses heightened employee contentment, amplified productivity, and an upswing in motivational levels.

Furthermore, in a study by Daoanis (2012), it was revealed that the implementation of performance appraisal has a significant and favorable impact on employee performance. This perspective is widely shared among scholars when it comes to evaluating performance. Correspondingly, Fakharyan et al. (2015) identified a direct correlation between employee work performance and satisfaction with performance appraisals.

### **Effect of Employee Trust Propensity on the Relationship between Performance Appraisal and Employee Performance**

A study employed linear regression analysis to explore the influence of employee trust propensity on the connection between performance appraisal and employee performance. The analysis utilized the coefficient of determination denoted as R-square ( $R^2$ ) to assess the regression model. As outlined by Cohen (1992), this metric signifies the proportion of total variance in one variable that can be elucidated by another variable in a linear fashion.

The investigation examined the interrelationship between two variables. The extent of trust propensity was taken as a representation of the independent variable, while performance appraisal was considered representative of the dependent variable. The findings from the regression analysis were assessed through three tables: the model summary table, the ANOVA table, and the coefficient table.

**Table 4.5: Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .898 <sup>a</sup> | .590     | .574              | 2.79538                    |

a. Predictors: (Constant), trust propensity  
Source Field survey, (2023)

Table 4.5 displayed the R, R squared, adjusted R squared, and standard error values. The R value provided insight into the strength and direction of the linear relationship between the dependent variable (PA) and the independent variable (TP). The magnitude and direction of this connection were evident from the R value. As detailed in Table 4.5, a positive correlation existed between TP and PA, with a moderately strong relationship at a coefficient of .898a. This finding was consistent with the R result, affirming the association. The explanatory power of the regression model was captured by R<sup>2</sup> (VanVoorhis & Morgan, 2007). In line with Table 5, roughly 59% of the variance in performance appraisal could be accounted for by trust propensity.

Furthermore, the adjusted R<sup>2</sup> revealed that by incorporating adjustments for trust propensity in the regression model, approximately 57.4% of the variability in performance appraisal could be elucidated. Table 4.6 presents the results of the significance test for R and R<sup>2</sup> using the F-statistic,



accompanied by the ANOVA outcomes. The F-statistic is calculated as the ratio of the mean square of regression (MSR) to the mean square of residuals (MSE). When the p-value associated with the F-statistic is small (below 0.01), it indicates that the independent variable effectively accounts for the variability observed in the dependent variable (VanVoorhis & Morgan, 2007).

**Table 4.6: ANOVA<sup>a</sup>**

| Model |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1     | Regression | 642.325        | 1   | 642.325     | 77.765 | .000 <sup>b</sup> |
|       | Residual   | 1142.245       | 119 | 8.225       |        |                   |
|       | Total      | 1775.700       | 120 |             |        |                   |

a. Dependent Variable: performance appraisal

b. Predictors: (Constant), trust propensity

Source: Field Survey, (2023)

As indicated in Table 4.6, the p-value exhibited a substantial reduction below .01 ( $p = .000$ ). Thus, a valid inference can be made regarding the statistical significance of the R and R<sup>2</sup> values between trust propensity and performance appraisal. Consequently, if employees in the selected telecommunication companies develop trust in their final ratings and perceive them as fair and unbiased, this can enhance employee performance and reduce turnover, ultimately motivating them to work harder

The data provided in Table 4.6 proved to be valuable in aiding the understanding of the regression equation. Specifically, within the "Unstandardized Coefficient" column and under the sub-column labeled "B," noteworthy information emerges. In the initial row marked as "(Constant)," the intercept (a) of the regression equation holds a specific numerical value of 17.853. Likewise, the second row corresponding to the variable "Trust Propensity (TP)" presents a value denoted as the slope (b) within the

regression equation. These findings have contributed to the development of the subsequent regression equation, which serves to predict performance appraisal by utilizing trust propensity as a key factor.

$$Y = 17.853 + 0.898X + e$$

Where Y = performance appraisal

X = trust propensity

**Table 4.7: Coefficients<sup>a</sup>**

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients |       |      |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
|       |            | B                           | Std. Error | Beta                      | T     | Sig. |
| 1     | (Constant) | 17.853                      | 2.250      |                           | 8.221 | .000 |
|       | TP         | .365                        | .042       | .898                      | 8.954 | .000 |

a. Dependent Variable: PA  
Source: Field survey, (2023)

Utilizing the data extracted from Table 4.7 for both the slope and intercept within the resultant regression equation, the regression equation's constant was determined to be 17.853. Additionally, the unstandardized coefficient for the equation stood at 0.365. Also, the regression equation's standardised coefficient was 0.898. According to the intercept, if the employees do not trust their final ratings after appraisal, final ratings will tend to be biased and invalid which will be 17.853. In terms of the unstandardized coefficient, the trust propensity can predict a change in performance appraisal of 36.5 %. Based on the standardised coefficient, trust propensity influences performance appraisal by approximately 89.8%.

The outcome of the linear regression in Table 4.7 suggests that trust propensity exerts a moderately noteworthy impact on performance appraisal. This implies that fostering trust in the ultimate performance ratings is essential

for mitigating perceptions of bias and inequity within the appraisal process. This further implies that employees' performance is enhanced when their final performance appraisal ratings are free of bias and perceived as impartial and trustworthy. Thus, trust propensity has a positive effect on performance appraisal, which improves the performance of employees in selected Ghanaian telecommunications firms.

This research aligns with certain discoveries put forth by Abdelhadi et al. (2015). Their investigation unveiled that the influence of a performance appraisal system on employee contentment is heightened by the level of trust an employee holds in their supervisor. To put it differently, when employees have confidence in their supervisors, their satisfaction with the performance appraisal system tends to increase, even in cases where the system may not be flawless. It is an essential instrument for assessing employee performance, identifying areas for development, and providing feedback. Nonetheless, employee trust propensity can impact the efficacy of performance evaluation. Employees who possess a strong inclination towards trust are inclined to regard the performance appraisal procedure as just and precise. Furthermore, they are more prone to consider the feedback they receive as valuable and geared towards improvement. As a result, their motivation is higher when it comes to performance evaluation, and they tend to leverage the feedback to refine their performance. Conversely, employees who exhibit a limited propensity for trust are more inclined to perceive performance evaluation as skewed and inequitable. Moreover, they are more prone to hold the belief that the feedback they are given lacks accuracy and does not yield the intended

results. Consequently, they are less likely to be motivated by performance evaluation and to use the feedback to enhance their performance.

A study that was printed in the Journal of Applied Psychology found that the inclination of employees to trust played a moderating role in the connection between performance appraisal and employee performance. Employees with a high propensity for trust who received positive performance evaluations performed better on the job than those with a high propensity for trust who received negative performance evaluations. There was no significant difference in job performance, however, between employees with low trust propensity who received positive or negative performance evaluations. This study suggests that employee trust propensity can play an important role in performance appraisal effectiveness. Organisations that want to maximise the benefits of performance evaluation should prioritise developing employee trust. This can be accomplished by establishing a transparent and equitable performance evaluation system and by providing employees with accurate and constructive feedback.

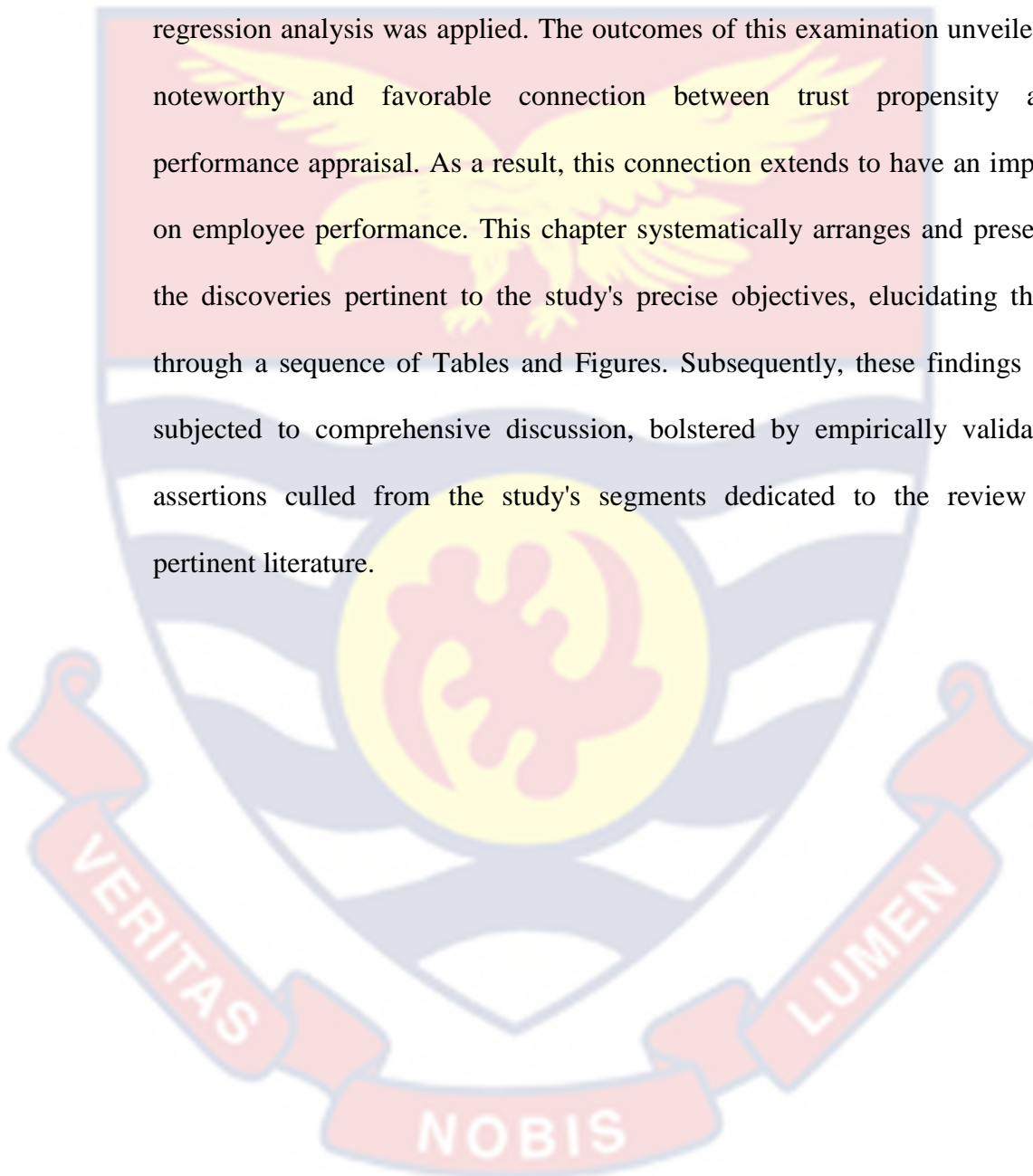
### **Chapter Summary**

This section presents the outcomes of the data analysis executed in alignment with the explicit aims of this investigation. Through the utilization of descriptive statistics encompassing metrics such as frequencies and percentages, an assessment of the demographic attributes of the respondents was conducted. Concurrently, the first and second objectives were appraised via descriptive statistics involving means and standard deviations, while the third objective underwent scrutiny through Correlation analysis, aimed at ascertaining the interrelationship between performance evaluation and



employee performance. The findings indicated a positive and statistically noteworthy correlation between these two variables, as deduced from their observations.

In the pursuit of comprehending the fourth objective, a straightforward regression analysis was applied. The outcomes of this examination unveiled a noteworthy and favorable connection between trust propensity and performance appraisal. As a result, this connection extends to have an impact on employee performance. This chapter systematically arranges and presents the discoveries pertinent to the study's precise objectives, elucidating them through a sequence of Tables and Figures. Subsequently, these findings are subjected to comprehensive discussion, bolstered by empirically validated assertions culled from the study's segments dedicated to the review of pertinent literature.



## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### Introduction

This section offers an overview of the outcomes, discoveries, conclusions, and suggestions presented in this chapter. The study's synopsis offers a quick glimpse into the research, highlighting its key points. The concluding segment encapsulates the inferences drawn from the empirical study, while the suggestions and recommendations are formulated based on these conclusions, encompassing all variables that have been taken into careful consideration.

#### Summary of the Study

The principal aim of the study encompassed the investigation of the impact of employee trust propensity on the interplay between performance appraisal and employee performance within chosen telecommunication firms situated in Ghana. The research utilized an explanatory research design, with the inclusion of a descriptive research design that further aided in gathering a significant sample relevant to the study's objectives.

The selection of participants for this research was executed via the application of a straightforward random sampling technique. Moreover, the acquisition of pertinent information relevant to the study was facilitated by the administration of questionnaires. The assemblage and subsequent analysis of data were undertaken utilizing Version 21.0 of the Statistical Package for the Social Sciences (SPSS). To effectively address the initial and second research objectives, a range of descriptive statistical measures were employed, encompassing frequencies, percentages, mean values, and standard deviation.

Concomitantly, the pursuit of objectives three and four entailed the utilization of inferential statistical methods, inclusive of the Pearson product-moment correlation and the application of simple linear regression analysis. The culmination of these efforts resulted in a comprehensive set of findings that encompassed both descriptive insights and inferential outcomes. These salient results were succinctly presented through the medium of Figures and Tables, effectively encapsulating the essence of the study's outcomes. The research endeavour was guided by the following research objectives:

1. Examine the appraisal practices at the telecommunication companies.
2. Examine the methods for measuring employee performance at the telecommunication companies.
3. Examine the relationship between performance appraisal and employee performance in telecommunication companies.
4. Assess the interactive effect of employee trust propensity on the relationship between performance appraisal and employee performance in telecommunication companies.

### **Summary of Key Findings**

Regarding to practices of performance appraisal being employed in the selected telecommunication companies, the study revealed that both the traditional and the modern methods were being used to evaluate their performances. In relation to the employed methodology, explicit disclosure was made regarding the utilization of several approaches, namely the ranking method, essay statement method, 360-degree method, and management by objective (M.B.O). Overall, it was observed that the traditional method held significant reliance in the evaluation of employee performance.

The research produced findings concerning the productivity of the workforce, with the primary metrics for assessing employee performance being the standard of work being executed and the efficiency of the tasks. Conversely, factors like dedication to the company and the pace of task completion were generally not regarded as significant elements..

The inquiry revealed a noteworthy favorable connection between performance evaluations and employee performance, exhibiting statistical importance at the 0.05 level of significance. Variables were found to have a very low positive correlation, markedly low and negligible positive correlation, and moderate positive correlation with all of them being statistically significant. It was analysed that performance appraisal has a substantial and positive effect on employee performance which is interpreted that employee work performance is directly related to performance appraisal satisfaction.

Furthermore, the regression model was utilized to investigate the impact of trust propensity on the relationship between performance appraisal and employee performance. The findings extracted from the model summary, ANOVA, and the Coefficients tables provided compelling evidence of statistical significance. The regression model was employed to ascertain the association between trust propensity and performance appraisal, and its influence on employee performance. The analysis unveiled that trust augments the impact of a performance appraisal system on employee satisfaction. Specifically, employees who exhibit trust in their supervisors are predisposed to greater satisfaction with the performance appraisal process, including their final ratings, subsequently enhancing their work performance.



## Conclusion

Analyzing real-world observations offers tangible evidence that backs the predetermined goals, emphasizing the positive influence of trust propensity on the connection between performance appraisal and employee performance.

The insights drawn from the results of this current study bear substantial significance for organizational administrators and evaluators. In the context of managerial decision-making, recognising the pivotal role of performance appraisal in fostering positive outcomes in employee performance becomes indispensable. Therefore, it would be necessary for managers to plan and implement performance appraisal initiatives that would significantly improve employee performance. It is also essential for managers and appraisees to understand that trust has a substantial influence on both performance appraisals and employee performance. The credibility and precision of the performance appraisal process are enhanced by the level of trust between supervisors/managers and employees. In the presence of trust, employees are prone to perceiving the evaluation process as unbiased, consequently fostering an enhanced inclination to actively embrace feedback and ratings. By encouraging open communication, credibility, and development opportunities, trust propensity enhances the accuracy and effectiveness of performance appraisals. In addition, trust increases employee motivation, engagement, collaboration, risk-taking, innovation, and retention.

In totality, the research objectives were successfully attained through the examination of data derived from participants, elucidating several rationales underpinning the significance accorded to trust within an organizational context, thereby engendering constructive implications for

employee performance. Trust plays a crucial role in alleviating any concerns or anxiety that workers may have regarding the evaluation process, particularly in relation to its possible punitive nature or its usage as a covert instrument for managerial decision-making. These concerns have the potential to undermine employee motivation and have a detrimental effect on overall productivity. On the other hand, a work environment that is built on trust and relies on trust-based appraisals fosters favourable attitudes and a sense of equity among employees, so enhancing their motivation to achieve optimal performance and actively engage in their own professional development.

### **Recommendations**

Organisations should endeavour for consistent and equitable treatment of employees. Consistency in decision-making and equity in resource allocation can cultivate employee confidence. Organizations ought to underscore the importance of cultivating employees' trust due to its multifaceted benefits, encompassing enhanced transparency, the cultivation of an ethical culture, stimulation of innovation and creativity, augmentation of customer relations, and facilitation of enduring sustainability. These cumulative advantages synergistically contribute to the amelioration of organizational performance over the extended trajectory. This can be accomplished by promoting ethical behaviour, integrity, and organisational value adherence. By fostering a culture of trustworthiness, organisations can increase employee levels of trust. Organisations can cultivate a trusting culture by fostering positive interpersonal relationships, open communication, and collaboration. Providing employees with opportunities to establish trust with others can also increase their propensity to trust.

### Further Research Recommendation

In the recent study examining the influence of trust propensity on employee performance appraisals within Ghana's public sector telecommunications companies, important insights have been offered. However, generalizing these findings to the broader public sector should be cautious. This caution is warranted primarily due to the study's narrow data set, which might not accurately represent other sectors with possibly different dynamics. Firstly, the specific focus on the telecommunications sector limits the applicability of the findings to other areas of the public sector that may exhibit distinct characteristics. Public sectors such as healthcare, education, and utilities operate under different pressures, have varying transparency, and may foster unique trust dynamics among employees and supervisors. Therefore, a broader empirical investigation across these varied sectors is essential. Such studies could help determine if the influence of trust on performance appraisals observed in the telecommunications sector is a universal phenomenon within the public sector or if it varies significantly from one sector to another.

Furthermore, using diverse methodologies in future research could significantly enhance the depth and accuracy of our understanding. While quantitative data provides breadth and generalizability, qualitative approaches can delve into the nuanced perceptions and attitudes toward trust and performance appraisals. By combining these methodologies, we can better understand the interplay between trust propensity and employee performance. This approach could lead to more robust frameworks for analysis and action. Additionally, Ghana's cultural and regional differences may impact how trust

influences performance appraisals. Research considering these variations could uncover more localized patterns that affect the broader implications for the public sector. Such insights are crucial for tailoring interventions that could foster a more trusting and productive workplace environment across different regions and cultural contexts.

Understanding these dynamics is not only academically valuable but also carries significant policy implications. Insights derived from expanded research could inform more effective human resource policies, potentially enhancing employee satisfaction and performance. Policymakers could use these findings to craft initiatives that strengthen employee trust, which will likely enhance their performance and, by extension, the service quality within the public sector. This underscores the practical relevance of our research and its potential impact on the public sector.

Lastly, an interdisciplinary approach incorporating perspectives from psychology, sociology, and organizational behavior could provide a more holistic view of the factors influencing trust and performance. Such a multidisciplinary study would enrich our understanding of these dynamics, offering more robust frameworks for analysis and action.

In conclusion, while the study provides valuable initial insights, its scope must be broadened to form the basis of broad policy changes at this stage. Comprehensive research across different sectors, employing various methodologies and considering cultural and regional differences, is imperative. This would validate the current findings and enhance our understanding of the complex relationship between trust propensity and performance appraisal in Ghana's public sector.



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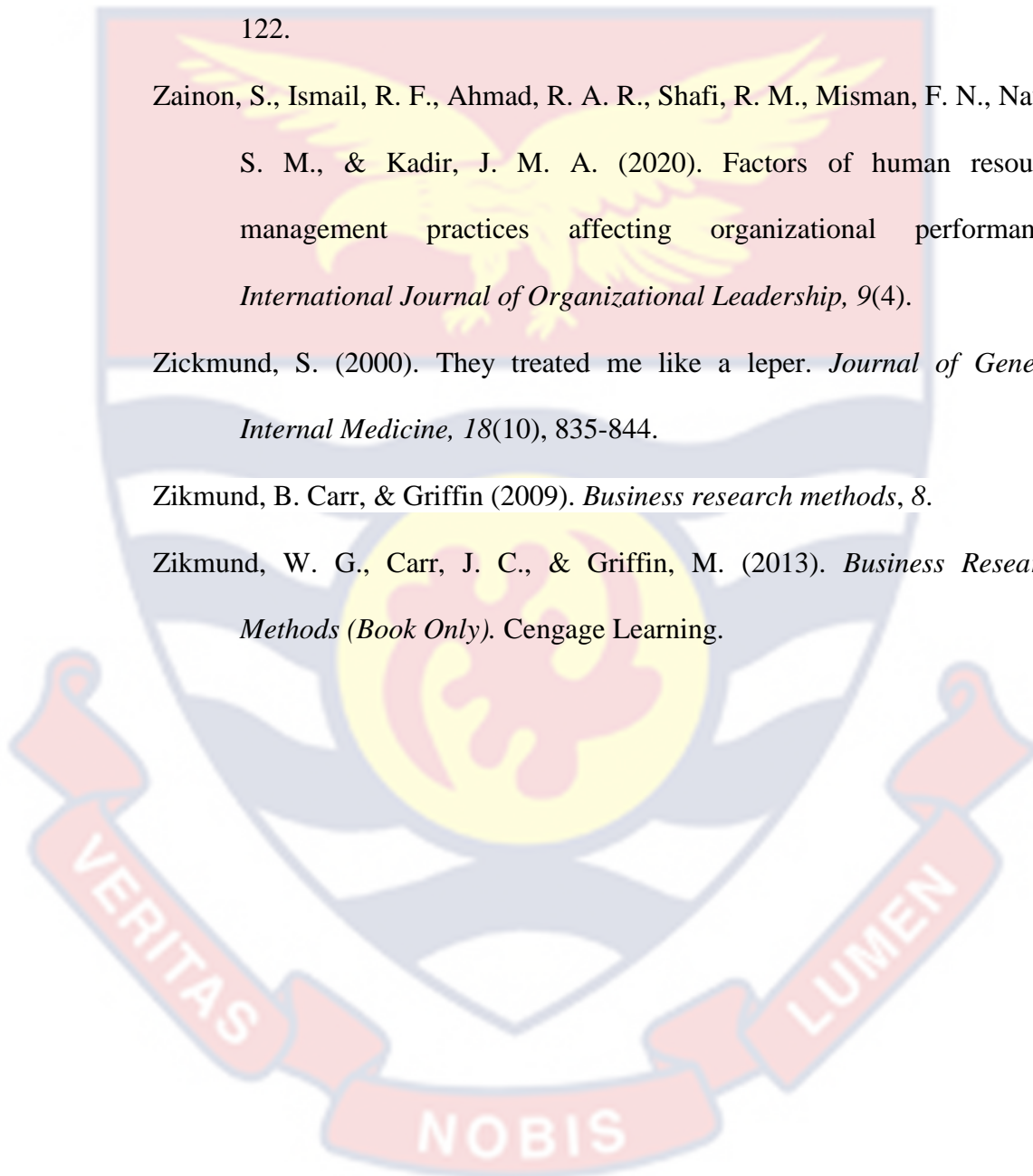
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## APPENDICES

## APPENDIX I

## UNIVERSITY OF CAPE COAST

## COLLEGE OF HUMANITIES AND LEGAL STUDIES

## DEPARTMENT OF HUMAN RESOURCES SCHOOL OF BUSINESS

## QUESTIONNAIRE FOR EMPLOYEES

Dear Respondents,

“I am an MBA student at the above-named institution. As part of the program, I am expected to present a dissertation on the topic “*Performance Appraisal and Employee Performance at selected Telecommunication Companies in Ghana: the role of Employee Trust Propensity*”. This questionnaire has been designed for the above purpose. You have been selected as a trustworthy person in the Ghana education service to respond to the issues to the best of your ability. Information provided for the completion of this questionnaire will be treated with the utmost confidentiality. While I thank you in advance, I hope you would participate fully in this endeavour”.

**SECTION A: BACKGROUND CHARACTERISTICS OF RESPONDENTS**

Instruction: Please supply an answer by ticking where appropriate

1. **Gender** a. Male [  ] b. Female [  ]
2. **Age** a. less than 25 years [  ] b. 25-34 [  ] c. 35-44 [  ] d. 45-54 [  ] e. 55 and above [  ]
3. **Marital Status** a. Married [  ] b. Single [  ] c. Divorced [  ] d. Widow/Widower [  ] f. Others [  ]
4. **Educational Qualification** a. Diploma [  ] b. HND [  ] c. First Degree [  ] d. second degree [  ] e. PhD [  ] f. other specify.....

5. **Length of Service / Years of Experience** a. Less than 1 year [ ] b. 1-5 years [ ] c. 6-10 years [ ] d. 11-15 years [ ] e. 16-20 [ ] f. 21-25 years [ ] g. 26-30 years [ ] h. 31 and above [ ]

## SECTION B: METHODS OF CONDUCTING PERFORMANCE

### APPRAISAL IN THE TELECOMMUNICATION COMPANIES.

This section contains questions related to the performance appraisal methods at selected Telecommunication Companies in Ghana. Please express your opinion on the alternative methods used to appraise performance at Ghana's Telecommunication Companies. Please tick [√] on one answer appropriately. 1 = Yes and 2 = No

- Does your institution conduct performance appraisal?  
Yes [ ] No [ ]
- Which method does your institution employ in appraising performance?  
Traditional methods [ ]  
Modern methods [ ]  
Mixed method (both traditional and modern) [ ]
- Which of the specific appraisal methods does your company employ appraising performance? Please kindly tick YES/ NO

| No | Items                             | Yes | No |
|----|-----------------------------------|-----|----|
| 1. | Ranking methods                   |     |    |
| 2. | Essay statement appraisal         |     |    |
| 3. | Critical Incidence analysis       |     |    |
| 4. | 360-degree method                 |     |    |
| 5. | Management by objective (MBO)     |     |    |
| 6. | Graphical Rating scale            |     |    |
| 7. | Behavioural Anchored Rating Scale |     |    |

**SECTION C: MEASUREMENT OF WORKER'S PERFORMANCE**

“This section contains questions related to how the performance of employees is measured at selected Telecommunication Companies in Ghana.

Please indicate the extent to which these factors are used to measure your work performance at the selected Telecommunication Companies in Ghana.

Please tick [] on one answer appropriately. 1 = Strongly Disagree (SD) 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), 5 = Strongly Agree (SA).”

| No | Items  | 1 | 2 | 3 | 4 | 5 |
|----|--|---|---|---|---|---|
| 1. | My organization uses my <b>work output</b> to measure my performance                       |   |   |   |   |   |
| 2. | The <b>speed</b> with which I complete an assigned task is used to measure my performance. |   |   |   |   |   |
| 3. | The <b>Quality of the work</b> I do is used to measure my performance.                     |   |   |   |   |   |
| 4. | <b>Loyalty</b> to the business is also used to measure my performance                      |   |   |   |   |   |
| 5. | My ability to <b>work effectively</b> is used to measure my work performance.              |   |   |   |   |   |

**SECTION D: PERFORMANCE APPRAISAL AND EMPLOYEE****PERFORMANCE.**

“This section of the questionnaire seeks to assess how performance appraisal improves employee performance in the selected Telecommunication Companies in Ghana. Please express your opinion on how performance appraisal impact employee performance by indicating to what level you agree or disagree with the statements. Please tick [√] on one answer appropriately. 1 = Strongly Disagree (SD) 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), 5 = Strongly Agree (SA). “

| No | Items   | 1 | 2 | 3 | 4 | 5 |
|----|---|---|---|---|---|---|
| 1. | Performance appraisal has enabled me to properly execute my task with the objectives of the company in mind     |   |   |   |   |   |
| 2. | Performance appraisal has modified my work behaviour which has consequently increased my performance on the job |   |   |   |   |   |
| 3. | Performance appraisal has helped me improve my performance more than other employees.                           |   |   |   |   |   |
| 4. | There is a massive improvement in the quality of work performed at my company.                                  |   |   |   |   |   |
| 5. | I have improved the amount of effort expended on the job  |   |   |   |   |   |
| 6. | With performance appraisal, recognition is given to employees for good work done                                |   |   |   |   |   |
| 7. | My overall performance has improved following the performance appraisal.  |   |   |   |   |   |



**SECTION E: EFFECT OF EMPLOYEE TRUST PROPENSITY ON PERFORMANCE APPRAISAL AND EMPLOYEE PERFORMANCE.**

“This section of the questionnaire seeks to analyse how employee trust propensity interactively affects the relationship between performance appraisal and employee performance at the selected Telecommunication Companies in Ghana. Please express your opinion on how employee trust propensity affects performance appraisal and employee performance by indicating to what level you agree or disagree with the statements. Please tick [] on one answer appropriately. 1 = Strongly Disagree (SD) 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), 5 = Strongly Agree (SA).”

| No | Items  | 1 | 2 | 3 | 4 | 5 |
|----|--|---|---|---|---|---|
| 1. | I have a cordial relationship with my supervisor/line manager.     |   |   |   |   |   |
| 2. | The relationship I have with my supervisor affects my performance. |   |   |   |   |   |
| 3. | I am satisfied with my performance appraisal ratings.              |   |   |   |   |   |
| 4. | I consider my performance appraisal to be fair and accurate.       |   |   |   |   |   |
| 5. | I trust in my final ratings/ feedback after the appraisal.         |   |   |   |   |   |

