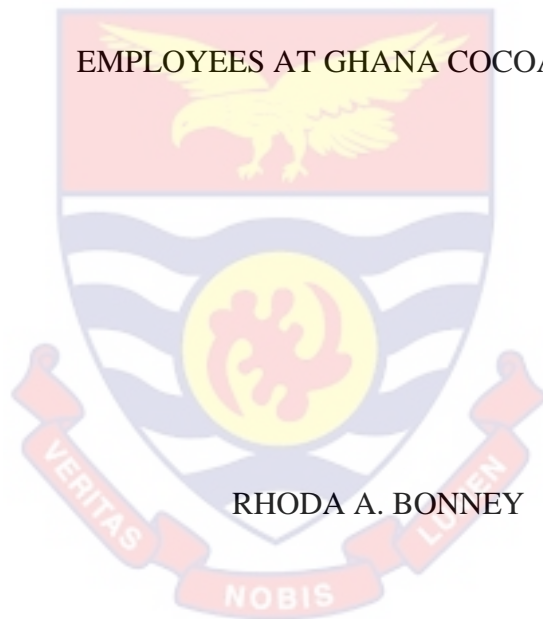


UNIVERSITY OF CAPE COAST

PERFORMANCE APPRAISAL AND PERFORMANCE OF  
EMPLOYEES AT GHANA COCOA BOARD



RHODA A. BONNEY

2024

UNIVERSITY OF CAPE COAST

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BY

RHODA A. BONNEY

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of Master of Business Administration in Human Resource Management.

NOVEMBER 2024

## DECLARATION

### Candidate's Declaration

This dissertation is the outcome of my original study, and no part of it has been presented for another degree at this university or elsewhere.

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

Name: Rhoda A. Bonney

### Supervisors' Declaration

I hereby certify that the preparation and presentation of the dissertation were supervised by the guidelines on supervision of the thesis laid down by the University of Cape Coast.

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

Name: Prof. Nana Yaw Oppong

## ABSTRACT

Performance appraisals have become crucial in the administration of organizations globally, and it is often the most significant consideration to determine whether to promote an employee. While success in the present job does not necessarily mean that the employee will be an effective performer in a higher-level job, performance appraisals provide some predictive information that can be used to identify employee's strengths and weaknesses. As a result, performance appraisals have become a powerful tool for increasing motivation and improving work practices if done in an open, constructive and supportive manner. In light with this, the study sought to evaluate the impact of performance appraisal on the performance of employees at the Takoradi Branch of Ghana Cocoa Board (COCOBOD). The study employed a quantitative approach with a blend of correlational and regression techniques in estimating the relationship. The population constituted the workers at COCOBOD, from which a sample of 160 respondents were purposively selected. The results from the study confirms the existence of a significant and positive relationship between performance appraisal and employee performance. The study identified the challenges of performance appraisal to include the absence of a criteria for appraising employees, the nonexistence of a predetermined system for tracking the performance of employees for the purpose of the appraisal exercise. The study recommends that management endeavour to address the challenges of the appraisal exercise to make it more effective.

## **KEYWORDS**

Employee Performance

Ghana Cocoa Board

Performance Appraisal

Takoradi Branch

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## **DEDICATION**

To God Almighty

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## CHAPTER ONE

### INTRODUCTION

This study aims to examine how performance appraisal systems influence employee productivity, motivation, and overall effectiveness within the organization. Performance appraisals serve as a critical tool for setting clear performance expectations, providing constructive feedback, and identifying areas for development, which are essential in aligning employee goals with organizational objectives. At the Ghana Cocoa Board, where strategic alignment and productivity are paramount, effective performance appraisal can foster a culture of accountability and continuous improvement. Additionally, the study seeks to understand employees' perceptions of the appraisal process, as positive reception often correlates with increased job satisfaction and engagement, thereby driving better performance outcomes. Through this exploration, the study will offer insights into optimizing appraisal practices to enhance both individual and organizational performance at the Ghana Cocoa Board.

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

Wekesa and Makhamara (2020) assert that human resource decisions, reviews and program assessment are some of the reasons why performance appraisal are of much importance to organisations. A performance appraisal (PA) is a crucial management method for assessing the contribution of the actions, attitudes, skills and abilities of employees to organisational performance (Wekesa & Makhamara, 2020). Frimpomaa (2014), view performance appraisal as a generalized term used to refer to any practice by which the company aims to evaluate its workers to build expertise, enhance performance and allocate incentives. Performance appraisal is an annual

exercise performed by companies to assess the overall contribution of an individual to the performance of the company (Rubin & Edwards, 2020; Chahar, 2020).

Social Exchange Theory (SET) offers a valuable framework for understanding the link between performance appraisal and employee performance at Ghana Cocoa Board. According to SET, individuals engage in workplace relationships based on reciprocal exchanges, where favorable treatment by the organization leads to increased employee commitment and effort (Cropanzano & Mitchell, 2005). In the context of performance appraisal, when employees perceive the appraisal process as fair and constructive, they are likely to view the organization positively, increasing their motivation and performance in reciprocation (Emerson, 1976). This sense of fairness and recognition meets employees' need for acknowledgment and reward, fostering a sense of loyalty and enhancing job satisfaction (Blau, 1964).

Furthermore, positive appraisal interactions help build trust between employees and supervisors, which encourages employees to invest more effort into their roles, driving improved organizational performance (Wayne et al., 1997). Thus, SET highlights how a well-implemented appraisal system can strengthen the employee-organization relationship, positively influencing employee behavior and performance. This performance evaluation is based on factors like how well you manage your time at work, how much you create and how much it costs to achieve the results, as well as any other precise and widely accepted standard or metric (Bayo-Moriones, Galdon-Sanchez & Martinez-de-Morentin, 2020). Performance appraisal addresses many job-related questions, and bad performance can also be strengthened by coming up with ideas and a

direction to take (Eyoum, Chen, Ayoun & Khelifat, 2020).

According to Bayo-Moriones et al. (2020), performance appraisal sets up a compensation mechanism that blends the contributions of organisational leaders and staff with their organisations' shared goals (Wekesa & Makhamara, 2020). A crucial aspect of human resource management is the emphasis on excellent performance that organisational performance evaluations place on employees (Moraa & Datche, 2019). The information gathered through performance reviews is the foundation for hiring and selecting new hires, advancing existing workers, and encouraging and maintaining a quality human resource by properly and suitably rewarding their performance (Lillian, Mathooko, & Sitati, 2021). For performance to succeed, performance appraisal is affected by various intervening factors such as recognition for good performance, failure to develop goals, poor communication, and failure to provide feedback, among others. They are regarded as variables of transition and substitution, which can also be seen as variables of a go-between (Na-Nan, Kanthong, Joungrakul & Smith, 2020).

These factors influence the capacity of employees to increase abilities, stimulate development, or both (Ahmed, Hussain, Ahmed & Akbar, 2020). Such priorities for performance appraisal should, however, largely represent organisational objectives or the organisation's highest level. It eliminates the inconsistency between expected and perceived results when this is done repeatedly (Esther, Ayikaale, Doreen & Yeboah, 2019). Performance appraisal is a method that greatly includes employee assurance and engagement within the company and defines the outcomes of the organisation (Murphy, Cleveland & Hanscom, 2018). The effectiveness of performance appraisal is a qualitative



measure calculated by the evaluator. Idowu (2017) suggest that effectiveness refers to the capacity of the system to invent and generate ideas that provide the institution's stakeholders with further benefit. Na-Nan, et al. (2020) points out that performance appraisal systems are the most effective: proactive, appropriate, and uniform.

Phin (2015) identifies pragmatism as necessary because it helps to ensure that workers quickly understand the structure and that managers successfully put it into practice. The assessment framework defines the difference in performance (if any) (Spence & Keeping, 2021). When performance falls short of the standards established by the firm, this void becomes a problem. The feedback system lets employees know how well they are doing their jobs (Na-Nan, Kanthong, Joungrakul & Smith, 2020). Performance appraisal can maximise the organisation's benefits, but in many cases, it does not provide the benefits (Esther et al., 2019). Many organisations typically have performance appraisals that they cannot take advantage of because of a significant gap between perceptions and experiences in the new system (Ikramullah, Shah, Khan, ul Hassan & Zaman, 2022). For performance appraisal, the various approaches used can be divided into traditional and non-traditional types (Karimi, Malik & Hussain, 2021). Performance appraisal seeks to fulfill both institutional goals and workers' developmental and learning needs (Kondrasuk, 2022).

Performance appraisal has some challenges which includes employees are not involved in the appraisal process (Lillian, et al., 2021), no specific standards for comparison, appraisal is not related to reward (Ahmed, et al., 2020), no criteria for making performance appraisal, appraisal is based on

supervisors' discretion (Esther, et al., 2019; Murphy, et al., 2018), employees are not assessed properly (Iqbal, et al., 2023), Some employees are victimised during the appraisal process (Ahmed, et al., 2020), the necessary resources are not available to conduct an effective appraisal (Spence & Keeping, 2021), supervisors do not act in a way that will support the process (Ikramullah, et al., 2016), and results are not followed up on (Esther, et al., 2019).

Companies often use appraisal mechanisms to assess pay rises which is normally motivated by administrative imperatives and department expectations that immediate self-interest and meaningful incentives are what most motivate individuals as a result, improve the performance of the employees (Rubin & Edwards, 2020). On the other hand, an organisation's success is the product of individuals and units of the organisation. Performance is connected to the company that employs the individual to do their task and do it well (Bayo-Moriones et al., (2020). Performance correlates with the actions and requires the mechanism of decision and assessment (Eyoum, et al., (2020). Performance represents the behaviours which can be examined and calculated (Moraa & Datche, 2019). Performance cares more about the psychological climate of the business and the social environment in which it accomplishes its objectives than it does about the technical core aspects (Lillian, et al. 2021).

This includes tasks such as supporting coworkers or becoming a trustworthy member of the group (Na-Nan, et al., 2020). Ahmed, et al. (2020) argued that performance should be measured in terms of work-related behaviour. Lillian, et al. (2021) argued that there are numerous drawbacks when assessing performance by personal features. According to Murphy, et al. (2018), employee performance is characterised as both behaviour and outcomes. It

stresses that behaviour (input) and outcomes (output) must be considered when controlling performance. Except for external influences on individual actions and personal characteristics, organisations may, by formal and informal means, either influence or control all factors influencing the performance of individuals and units (Ikramullah, et al., 2022). According to Spence and Keeping (2021), employee performance is the fulfilment of particular duties calculated against predetermined criteria.

Ikramullah, et al. (2022) found that employee performance is linked to the standard of performance, timeliness of performance, task continuity, finished performance and finished job productivity. High employee performance helps a company achieve its goals and has greater benefits for employees who work efficiently and effectively on their job than those with poor performance (Ikramullah, et al., (2016). Organisations require high employee performance so that the company can achieve its objectives. In addition to that, organisations can achieve a competitive advantage over their competitor by implementing performance appraisal (Wekesa & Makhamara, 2020). Selvarajan and Cloninger (2022) distinguish between job and performance. Work-related to the worker's expertise to which workers conduct tasks that are contributed by the technical core. Frimpomaa (2014) suggests that performance appraisal complements the willingness of employees to perform their duties faithfully. Performance appraisal thus promotes the employee's morale to perform better (Kondrasuk, 2022).

In addition, performance appraisal in the form of career growth, promotion, pay raises, and employee awarding can assist employee conduct in an activity or range of activities to achieve successful performance (Bouskila-

Yam & Kluger, 2021). In addition, Karimi, Malik and Hussain (2021) concentrated on visualising the relevance of performance appraisal for school teachers, finding an important and constructive relationship between performance and performance of employees. Based on the nature and objectives the study seeks to achieve, the study is therefore underpinned by the social exchange theory. Social exchange theory was propounded by Ekeh in the year 1974. Over the years, the social exchange theory has increasingly been adopted by many studies as the theoretical basis for employee-employer interactions (Bayo-Moriones et al., 2020). Homans described the social exchange as an action exchange between at least two individuals, tangible or intangible, and more or less rewarding or costly.

Similarly to this, Fan, Mahmood, and Uddin (2019) defined a social exchange relationship as relating to undefined obligations in which some favours create diffuse obligations that are not precisely defined by subsequent obligations, and the nature of the return cannot be negotiated but must be left to the person making it. Per the definition of this research, workers are required to perform successfully on their job. They are impacted by advantages such as performance evaluation provided to them by employers to build the ground for certain social exchanges between the two parties.

### **Statement of the Problem**

Effective performance appraisal is hindered by untrained supervisors/managers, lack of effective metrics, inconsistent employee evaluations, and inefficient compensation schemes (Rubin & Edwards, 2020; Kwon, 2020; Barimah, 2019). The situation in the Ghana Cocoa Board is that certain managers and supervisors need to adequately use performance

evaluations as the tool or instrument it was intended to be (Canatus & Aikin, 2019). Objectivity is generally lost when carrying out an appraisal because some executives put personal judgments and biases against some employees before performing this role. Performance appraisals are often inaccurate because the comparison effect often comes to play when workers are contrasted to their fellow employees by their superiors or bosses without recognising personality variations that influence their morale (Seniwoliba, 2014).

In several Ghanaian organisations, of which the Ghana Cocoa Board Takoradi branch is not an exception, performance appraisal is influenced by errors like the halo effect, recency error, horn effect and contrast effect. While a few may be subtle, many may be prevented (Zhu, 2023). This creates incorrect employee performance appraisal and affects the morale and performance of workers and, in the long run, the consequences spread to the company. According to Horsoo (2019), employees believe that the performance appraisal method, which is supposed to be a developmental mechanism for improving performance, has been changed into a discriminatory, punitive, and/or judging process, where objectivity is overshadowed by scepticism and biased considerations. Horsoo (2019) emphasised that employees believe the performance appraisal method is meant to be a developmental mechanism for improving performance.

Many workers at the Ghana Cocoa Board Takoradi branch in Ghana were dissatisfied with how some supervisors carried out performance reviews (Canatus & Aikin, 2019). This was because they did not receive high ratings on the reviews, and some supervisors used the reviews as a form of retaliation against workers who had issues with them by giving them low scores (Kwao,

2019). At the Ghana Cocoa Board Takoradi branch, specific workers have been singled out and threatened with negative performance reviews to coerce them into following the guidelines established by their bosses. Other workers are put in risk because of the simple reality that if they do not have their supervisor's favour, it is possible that they could get low performance evaluations during their annual reviews (Ameen & Baharom, 2019; Kwao, 2019). On the other hand, it's common for different workers to have wildly divergent reactions to the outcomes of their performance reviews. Additionally, for a person to flourish in their position and be able to perform effectively to fulfil the requirements set forth by their superiors, there must be a pleasant environment in the workplace (Adam, Bordoh & Michael, 2019).

The connection between performance appraisal and employee output ought to be researched, and it ought to be determined whether or not performance appraisal systems at the Ghana Cocoa Board Takoradi branch in Ghana is likely to obstruct employee performance. This ought to be done to assist managers in comprehending, respecting, and educating themselves on effectively conducting employee performance appraisals (Singhania & Kumar, 2020; Dyaji, Ibietan & Abasilim, 2020). However, at the Ghana Cocoa Board, research on the performance appraisal systems has yet to be performed, to be precise, so there is no literature to guide performance appraisal and employee performance operations.

While considerable research underscores the impact of performance appraisal on enhancing employee motivation and productivity, there is limited investigation into how employees' perceptions of appraisal fairness vary across cultural contexts, which can significantly influence their engagement and

feedback responsiveness. Studies such as those by He, Zhang, and Zhang (2019) and Budhwar and Mellahi (2020) reveal that cultural factors can shape appraisal perceptions, potentially altering employees' acceptance and motivation following appraisals. However, there is a notable gap in studies specifically examining these perceptions within African settings, where collectivist and hierarchical cultural attributes may influence the way employees perceive appraisal fairness and respond to feedback (Onyemah et al., 2021). Addressing this gap could yield insights into how cultural values impact performance appraisal systems, enhancing their relevance and effectiveness across different regions.

The direct effects of performance appraisal on individual performance are well-documented, the role of managerial competency in conducting appraisals effectively remains underexplored. As indicated by Almatrooshi, Singh, and Farouk (2019) and more recently by Kumar et al. (2022), managers' skills in delivering constructive feedback, ensuring clarity, and maintaining transparency are critical to achieving the intended outcomes of performance appraisals. Yet, the extent to which managerial capabilities influence appraisal success, particularly in enhancing employee engagement and performance, is under-researched, especially in public-sector organizations. Given that manager-employee interactions are fundamental in appraisal settings, investigating how specific managerial competencies impact the effectiveness of appraisal systems, as suggested by Iqbal, Akbar, and Budhwar (2020), would provide a deeper understanding of how to optimize appraisal practices, especially in institutions like Ghana Cocoa Board, where manager support and communication are pivotal to employee performance.

With little regard to how the issue impacts workers' performance, the research explored the essence and effectiveness of the performance appraisal. Because of this, the study aims to analyse the impact of performance appraisal on the performance of employees at the Ghana Cocoa Board.

### **Purpose of the Study**

The study aims to assess the effects of performance appraisal systems on the performance of employees at the Takoradi branch of Ghana Cocoa Board.

### **Research Objectives**

The following specific objectives of the study are to:

1. Assess the effectiveness of performance appraisal of employees at the Ghana Cocoa Board Takoradi branch.
2. Determine the challenges of performance appraisal at the Ghana Cocoa Board Takoradi branch
3. Examine the effect of performance appraisal on the performance of employees at Ghana Cocoa Board Takoradi branch.

### **Research Questions**

1. What is the effectiveness of performance appraisal on employee performance at the Ghana Cocoa Board Takoradi branch?
2. What are the challenges of performance appraisal at the Ghana Cocoa Board Takoradi branch?
3. What is the effect of performance appraisal on the performance of employee at the Ghana Cocoa Board Takoradi branch?

### **Significance of the Study**

This study aims to assess the impact of performance appraisal systems on employee performance within the context of the Ghana Cocoa Board. There



are several benefits that can be derived from this study. The objective of this study is to raise awareness within the Ghana Cocoa Board Takoradi regarding the need of implementing performance appraisal systems. These systems are essential for improving employee performance and promoting motivation within the company. The primary objective of this study is to serve as a potential source of motivation and inspiration for individuals with low productivity, with the aim of improving their motivation levels. Furthermore, the findings derived from this study will provide valuable insights for the public sector in addressing the fundamental challenge of optimising performance rating systems to enhance employee productivity.

Effective human resource management has the capacity to unlock the vast untapped pools of both physical and mental capabilities possessed by individuals. Performance appraisal systems play a crucial role in meeting human needs by enhancing motivation, optimising resource utilisation, and reducing corporate operational costs. Hence, effective human resource practises serve to guide employees in achieving the organisational objectives. This study will be of relevance to scholars and academics who may have an interest in further investigating the subject matter. This study aims to provide insights into the impact of performance appraisal methods on employee performance.

### **Delimitations**

The research aimed to examine the impact of the performance appraisal on the performance of employee at the Ghana Cocoa Board Takoradi Branch. The study will target the workforce, management and employees of the Ghana Cocoa Board's Takoradi Branch. The company has a staff of about 300 individuals, and this was the study population. Due to the simplicity of the

approach to data analysis, the dissertation used both descriptive research design and quantitative approach. There were an estimated of 300 workers targeted. Based on the population size, a sample size of 171 was chosen to participate in the study via a stratified random sampling technique. The sample size was calculated by the population-sample matrix defined by Slovn's (1973). the respondents were surveyed via questionnaire administration. The primary data collected was subjected to statistical manipulation, which was mainly used for primary data processing, via the SPSS application.

### **Limitation of the Study**

It is anticipated that the regression model was constrained in that it only considered the averages of the measurements (indicators) of the dependent variable (employee performance), which supported the comprehensive approach to the analysis of the dependent variable. This was due to the statistical option for data analysis. When Smart PLS is used for data analysis, this may be managed. The use of measurements that capture only a tiny portion of the initially examined definition results in the quantitative analysis technique frequently providing restricted and unworkable knowledge. The question of whether the analysis actually examines what the researcher claims it is doing is raised by this. For this reason, quantitative analysis has little validity. Because the respondents' movements, reactions, utterances, and feelings were not known, it was possible that the questionnaire used as the study tool was misinterpreted.

### **Definition of Terms**

**Performance Appraisal:** Performance appraisal, also known as performance review or evaluation, is a formal process conducted by

organizations to assess and evaluate the job performance of their employees. It involves reviewing an employee's work-related accomplishments, strengths, weaknesses, and areas for improvement over a specific period, typically annually or biannually.

**Employees' Performance:** Employees' performance refers to the level of effectiveness, productivity, and contribution demonstrated by individuals in carrying out their job responsibilities within an organization. It encompasses the quality and quantity of work performed, as well as the behaviors and attitudes exhibited in the workplace.

### **Organisation of the Study**

The study is divided into five chapters: the first includes the introduction, the explanation of the problem, the research objectives, the research questions, the importance of the study, the scope of the investigation, the delimitations and restrictions, and the study organisation; the second covers the literature review component; the third covers research methods, which includes research design, population, sampling method, data collection tool, data collection method, ethical considerations, data processing, and analysis; the fourth includes the results and discussion section; the fifth includes the summary, conclusions, and recommendations.

## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

The theoretical review, conceptual review, empirical and conceptual framework that put this study in context are discussed in this chapter. The theoretical framework looks at the theories that best describe the correlation between performance appraisal systems and employee performance. The conceptual review also addresses what other researchers have done regarding the variables (performance appraisal systems and employee performance) in the study. On the other hand, the empirical framework explores what other scholars have done concerning this subject, while the conceptual framework shows the pictorial relationship between these factors.

#### Theoretical Review

Theories are formed within the constraints of the essential boundary assumptions in order to explain, anticipate, and interpret events. Additionally, theories are often constructed in order to question and progress prior knowledge. The theoretical framework of a research study is the framework that may support or hold a hypothesis. It is also known as the conceptual framework. The research topic being examined is offered together with the theory explaining why that theory is being studied in the theoretical framework. It is essential, before to entering into empirical and analytical arguments on performance evaluations, to first position the claim within a theoretical framework.

#### Social Exchange Theory

The theory of social exchange, suggested by Ekeh (1974), is a socio-psychological phenomenon that sees social change and stability as a

collaborative mechanism of exchange between parties. The concept of social exchange may be understood today in various contexts. Still, at its most fundamental level, it refers to the practice of individuals or groups transferring resources within the context of a social exchange relationship (Cortez & Johnston, 2020). The theory is based on the premise that all social relationships have formed as a consequence of the subjective cost-benefit analysis of an individual and the contrast of alternatives (Davis-Sramek, Hopkin, Richey & Morgan, 2020). It means that by deducting its expense from the benefits it provides, people determine the total benefit of a partnership (Enayat, Ardebili, Kivi, Amjadii & Jamali, 2020). Humans base their activities on logical calculations to maximise benefit (Liang, Liu & Wu, 2008).

The costs, which can be time, effort and cash, are those elements in the relationship that have negative value to a group. Rewards/benefits, which may include approval, encouragement, and companionship, are positive-value elements of the partnership (Wang, Xiang, Yang & Ma, 2019). The theory of social exchange states that the driving factor is the fulfilment of the self-interest of both parties in any interpersonal relationship (Fan, Mahmood & Uddin, 2019). Therefore, both parties take responsibility and rely on both parties to increase their satisfaction (Cropanzano & Mitchell, 2015). Therefore, the concept of social exchange theory requires trust, collaboration, contact, dedication, happiness, and relationship expectations (Lambe, Wittmann & Spekman, 2001; Pratt & Dirks, 2007).

When these factors are present, it leads to an increase in the performance of the employee, which in turn leads to an improvement in the organisation's performance. An exchange of commodities can place in social behaviour. These

commodities might be actual products or non-material goods such as recognition or reputation symbols. Reciprocity is a social phenomenon where people who receive a lot from others feel obligated to give back a lot, and those who give a lot expect to receive a lot in return. This reciprocal exchange aims to maintain a balance between the parties involved. The cost of what one person gives in exchange can be seen as a personal sacrifice, while what they receive is seen as a reward. As the difference between the benefits received and given increases, the person's behaviour changes less, eventually reaching a limit. This theory is well connected with the distinctive relationship between employers and workers based on reciprocity, negotiation and trade rules (Elstad, Christophersen & Turmo, 2021; Cropanzano & Mitchell, 2015).

The conventional wisdom holds that employees are able to form separate SER with their immediate supervisors (Liden, Sparrow, & Wayne, 2017), coworkers (Cox, 2019; Deckop, Cirka, & Andersson, 2023), employing organisations (Masterson, Lewis, Goldman, & Taylor, 2020), customers (Wayne, Shore, & Liden, 2017; Sheth, 2016), and suppliers (Wayne, Sparrowe, & Wayne, 2017). According to Perrone, Zaheer, and McEvily (2023), many different encounters each have their own set of repercussions for behaviour. People are especially likely to return the benefits they get by being kind and helpful to the other person with whom they have a social exchange link. This phenomenon is known as the social exchange principle (Rupp & Cropanzano, 2022; Moorman, Blakely, & Niehoff, 2018). Understanding performance reviews and employees' performance inside an organisation might benefit from the Social Exchange Theory. According to the notion, people enter into partnerships and social interactions to receive benefits in return and exchange

resources (Cortez & Johnston, 2020).

The social exchange theory is vital for this study because it provides a framework to understand how the dynamics of performance appraisals can influence employee performance within the Ghana Cocoa Board. This theory posits that relationships are built on reciprocal exchanges where individuals respond positively to favorable treatment and tend to engage more meaningfully when they perceive fairness and support in interactions (Blau, 1964). In the context of performance appraisal, when employees feel they are evaluated fairly and receive constructive feedback from managers, they are more likely to respond with enhanced effort and commitment to the organization. Research by Cropanzano and Mitchell (2005) supports this, indicating that positive exchanges foster a sense of obligation, motivating employees to reciprocate with improved performance.

This theory is particularly relevant in contexts where hierarchical structures, such as those in public organizations like the Ghana Cocoa Board, shape employee-manager relationships. Employees may be more responsive and motivated if they perceive appraisals as fair exchanges where their efforts are valued and rewarded. The social exchange theory, therefore, underpins the rationale that performance appraisals can not only assess but also enhance employee performance by fostering trust, satisfaction, and a commitment to reciprocate through improved work performance. In essence, it guides the study in exploring how appraisals can be structured to maximize positive reciprocal behaviors that enhance organizational performance.

According to the Social Exchange Theory, people frequently return favours when they believe them to be useful. Employees are more likely to

reciprocate with increased performance throughout the performance assessment process if they believe the review to be fair and constructive (Davis-Sramek, et al., 2020). Individuals who believe their efforts are appreciated and recognised may feel driven to put up more effort and contribute to the organisation. An essential component of social exchange interactions is trust. Employees are likely to be dedicated to their organisation and give better work when they believe the performance assessment process is fair and unbiased. When the evaluation process is open, consistent, and founded on unbiased standards, trust may be built. As a result of this trust, there is an improvement in social interactions and performance (Yoon, Thye, & Lawler, 2023).

According to the Social Exchange Theory, people should evaluate the total assistance they get from their organisation. By sharing criticism, praising accomplishments, and presenting chances for growth, performance reviews may be used as a way to show the organisation's support. Employees are more likely to feel encouraged and driven to work well when they believe their organisation values their efforts (Alfes, Shantz, Truss & Soane, 2023).

### **Conceptual Review**

This part offers a concept review of performance appraisal, effectiveness of performance appraisal and employee performance. It explains the meanings of these terms and the justification for their usage in this research.

### **Performance Appraisal**

Performance is a consequence, or a product, of the behaviour of a person. Therefore, a person's success becomes a function of capacity and motivation (Salvarajan & Cloninger, 2022). Performance appraisal is an ongoing evaluation of people' achievements or deficiencies in job-related tasks



inside the firm (Wekesa & Makhamara, 2020). Performance measurements or metrics are observable features of goods, facilities, processes, and activities that organisations employ to regulate and increase performance. They play a significant role in performance improvement (Rubin & Edwards, 2020; Chahar, 2020). Performance evaluation is the systematic collection, assessment, and documentation of information on an employee's comparative value (Frimpomaa, 2014; Fletcher & Perry, 2022). The objective of the performance review is to evaluate and enhance the employee's current performance and future potential (Bayo-Moriones, et al., 2020). The aim is to measure the productivity of an employee.

Fletcher and Perry (2022) view PA as a comprehensive approach for assessing an employee's performance within a certain timeframe and assisting them in future planning. The method described is a potent approach for measuring, optimising, and incentivizing staff effectiveness (Eyoum, et al., 2020). By prioritising performance, performance evaluation becomes a central aspect of HR management and reflects management's commitment to the success of employees (Moraa & Datche, 2019). Lillian and her colleagues (2021) provide further support for the The author Frimpomaa (2014) argues that performance evaluation is a method used by businesses to assess employee performance using specified criteria. According to Na-Nan, Kanthong, Joungrakul, and Smith (2020), the main objective of assessments is to assist executives in effectively recruiting firms and optimising human resources, ultimately leading to enhanced productivity. Frimpomaa (2014) provides guidance on enhancing employee performance, setting employee objectives, and aiding managers in evaluating the effectiveness of their subordinates. The

author also explains how to make informed decisions regarding recruitment, promotions, demotions, training, compensation, work structure, transfers, and terminations.

The studies conducted by Na-Nan et al. (2020) and Frimpomaa (2014) provide strong evidence that performance assessment is an effective and unbiased way for evaluating an employee's performance in their present position. Additionally, it may also be used to determine the employee's potential for career advancement. Na-Nan, et al. (2020) state that the benchmarks for this evaluation often consist of the job description aligned with the organization's declared goals, which may also encompass awards and bonuses. An company employs an individual (Ahmed, et al., 2010) in order to utilise his skills and achieve certain aims and goals. Periodically, the employer must do an inventory to assess the value of each person, together with their capabilities and anticipated career progression within the organisation (Iqbal, et al., 2023). The investigator believes that this may be achieved through the process of performance evaluation. Na-Nan et al. (2020) state that performance assessments

During the first half of the twentieth century, typewriters were mostly used for administrative purposes in larger companies. These purposes included determining promotions and determining compensation and bonuses, among other things. However, since the 1960s, both organisations and academics have been increasingly putting more of an emphasis on the use of employee exams for the objectives of organisational planning and motivational enhancement (Esther, et al., 2019). In point of fact, performance reviews have emerged as an essential tool for several businesses, helping them to improve the effectiveness

of their operations across the board, from recruitment and expansion to product development and customer service (Na-Nan, et al., 2020). As Na-Nan, et al. puts it, the shift in emphasis was followed by a range of improvements in the design and use of appraisals during the 1970s, 1980s, and 1990s. New studies and perceptions about organisational behavior and theory is reflected in these changes (Murphy, et al., 2018). Traditional appraisal systems were also closed, meaning that people were not able to read their own results (Spence & Keeping, 2021).

Most corporations have opposed closed appraisals in favor of open appraisals since the mid-1900s, allowing employees to benefit from feedback and appreciation (Ikramullah, et al., 2016). Na-Nan, et al. (2020) further argues that since the mid-1900s, another shift in appraisal strategies has been a step towards greater involvement of employees. This involves self-analysis, input by employees into reviews, suggestions, and staff setting goals (Esther et al., 2019). Appraisal systems have evolved to become more results-oriented, which indicates that evaluations are now more frequently based on a method that involves establishing benchmarks, establishing individual goals, evaluating effectiveness, and then determining achievement on the basis of goals, expectations, and achievements (Ikramullah, et al., 2022). Appraisals have since become more multifaceted, integrating a wide variety of various parameters and strategies to ensure an efficient appraisal process and to help identify the reasons behind the success of workers (Karimi, et al., 2011).

Again, Na-Nan, et al. (2020) notes that a shift towards decentralization has also been expressed in performance appraisals and standards. In other words, the responsibility for overseeing the entire appraisal process has shifted

closer to the assessed staff (Bouskila-Yam & Kluger, 2021); although previous performance appraisals were mostly established and conducted by centralized divisions of human resources or upper-level administrators (Rubin & Edwards, 2020), in the 1990s, it was more common for assessments to be conducted by line supervisors who were immediately superior to the trainee (Chahar, 2020).

### **Effectiveness of Performance Appraisal**

Iqbal, Akbar, and Budhwar (2015) define the effectiveness of a system as the extent to which it meets the expectations of the different individuals and organisations involved in its operations. This is essentially a framework for ensuring that correct actions are taken or that the outcomes are genuine (Ikramullah, et al., 2016). Effectiveness is a subjective measure that is determined by the evaluator, as explicitly mentioned in the definition. According to Idowu (2017), effectiveness is defined as the potential of a system to develop and produce ideas that provide additional benefits to the institution's stakeholders. According to Na-Nan et al. (2020), the most successful performance assessment systems are those that are proactive, relevant, and consistent. Phin (2015) identifies pragmatism as necessary because it helps to ensure that workers quickly understand the structure and managers successfully put it into practice.

Na-Nan, et al. (2020) further emphasizes that appraisal systems that are complex or unrealistic appear to result in misunderstanding, irritation, and nonuse. Na-Nan, et al. more comments that schemes that are not directly applicable to the job will lead to wasted time and money. Many effective appraisal programs undeniably recognize and assess only the important habits that lead to the performance of the job (Ishaq, Iqbal & Zaheer, 2019). Systems

that miss such behaviors are often invalid, unreliable, resulting in non-related factors-based discrimination (Phin, 2015). Once again, Na-Nan et al. note that the uniformity of the evaluation structure is vital since it guarantees that all employees are rated on a same scale. This is one of the main reasons why the structure should be standardised. Evaluations that are not consistent with one another are less useful since the criteria for success and failure become more subjective and lack any real value (Iqbal, Akbar, Budhwar & Shah, 2019).

In addition, uniformity helps an organisation to regularly equate different employees' evaluations with each other (Tahsildari & Shahnaei, 2015). According to Na-Nan et al. (2020), firms should consider four considerations when organising their evaluation processes: What specific elements need to be assessed? Who should assume responsibility for the evaluation? Which technique or procedures should be employed? How will it feasibly convey the results? When determining what to evaluate, when designing an evaluation technique, the creators usually consider both the outcomes and the behaviours that contribute to those outcomes (Chouhan & Verma, 2014). According to Davis and Mount (2014), the calculated actions and results will depend on a number of factors unique to the organisation and industry. Most notably, requirements that will promote the achievement of comprehensive organisational targets should be chosen (Rosales-Sánchez, Díaz-Cabrera & Hernández-Fernaudo, 2019).

Abbas (2014) asserts that strategic alignment is attained by determining the specific responsibilities of each job in order to accomplish corporate objectives, and identifying the essential behaviours and results necessary for success in each position. In addition, to reflect their significance, various

parameters for performance should be weighted (Longenecker & Nykodym, 2016). Evaluations of employees' performance are often conducted in a manner that is both formal and well-organized, regardless of the overall idea or the precise set of criteria employed (Nyaoga, Magutu & Kipchumba, 2020). Interviews between the rater and the ratee, as well as performance documentation that is needed by structured evaluation systems, are a common component of the method, which is stipulated in many cases to incorporate both (Mustapha, 2020; Singhania & Kumar, 2020). According to Kivipld, Türk, and Kivipld's (2020) research, one of the characteristics that is often omitted from descriptions is the fact that participants occasionally despise performance assessment.

According to research conducted by Mounika and Raju (2020), performance reviews seem to generate about the same degree of enthusiasm as filing tax returns. Instead than focusing on accuracy, Mounika and Raju (2020) claimed that the goal of PA should be to guarantee fairness in the process, since this is a more attainable ambition. According to Rosales-Sánchez et al 2019 .'s research, researchers have started to adopt the viewpoint that the expectations of fairness of employees are more essential than the objective correctness of the assessment system. It is possible for an accurate evaluation system to produce unfavourable results; but, an accurate evaluation process that is seen as fair could not produce unfavourable results at all (Babagana, Mat & Ibrahim, 2019). Fairness need to be welcomed not just due to the fact that accuracy is impossible, but also due to the fact that it is a significant social value, and that emotions of unfairness have serious repercussions for both the community and the workplace (Schleicher, Baumann, Sullivan & Yim, 2019).

The fairness of HR activities is also worthy of humanistic consideration (Curzi, Fabbri, Scapolan & Boscolo, 2019). It would seem rational and necessary for workers to want to be appraised on accurate work standards that apply to aspects of their job that are under their influence (Iqbal, et al., 2015). According to Idowu (2017), successful performance appraisal may serve as a key predictor of employee attitudes towards their supervisor, the work they conduct, and the performance appraisal process. They stated that if the assessment is not considered trustworthy, it would subsequently impact the approach to make it useful in the company and could have a detrimental effect on individual actions and organisational effectiveness. Ikramullah, et al. (2016) support this by indicating that motivation may be diminished by uncertain, ambiguous and unacceptable parameters, resulting in negative reactions to performance appraisal. It has been established that satisfaction with the system is connected to employees' expectations about the fairness of performance reviews (Ishaq, et al., 2019).

Research on whether or not performance reviews are fair has been conducted by a number of academics throughout the course of time. Na-Nan et al. (2020) conducted an analysis of performance appraisal studies and found that the main challenge businesses face in performance appraisal is employees' perception of fairness in the performance review and appraisal framework. Based on the study results, most employees hold the belief that the performance evaluation system they utilise lacks specificity and fairness. Phin (2015) suggests that employees may experience unhappiness with the performance review process if they perceive it to be driven by political motives, biased, or without significance. The executives of organisations are greatly concerned

about the perceived lack of accuracy and consistency in both performance assessment techniques and performance evaluation frameworks.

According to Chouhan and Verma (2014), the reputation of immediate superiors in leadership is highly connected to whether or not employees believe performance management methods to be adequate in terms of both procedural and instrumental fairness. During the course of their examination of county government professionals, they explored not just this topic but other related problems such as work burnout, job satisfaction, management creativity, and cooperation within organisational units. Davis and Mount (2014) emphasised the significance of being fair to employees and found that there is a major positive relationship between employee attitudes and performance evaluations that are procedurally just. Additionally, they found that this relationship is positively correlated with employee attitudes. Performance appraisals are often known to build friction between a boss and a subordinate (Tahsildari & Shahnaei, 2015).

Sound and productive performance reviews, however, share common components that make them enjoyable experiences and optimize the advantage of performing and engaging in them (Chouhan & Verma, 2014). Significant components of successful performance appraisals are highlighting the positive and helping an employee on the road to progress (Longenecker & Nykodym, 1996). The method of performance appraisal can involve a variety of components. Singhanian and Kumar (2020) introduced a performance appraisal model that included 13 variables that were interrelated. The characteristics of the role, the organisation, the rating process, the creation of the scale, the rating tool, the characteristics of the rating and rate, the observation and storage of



performance data, the evaluation of that performance, the analysis of that data, the definition of the performance, and ultimately the individual's response are some of these factors (Rosales-Sánchez, et al., 2019). According to Mustapha (2020), there are four activities that make up the organisational performance appraisal cycle: defining what performance appraisal is or should be, evaluating and analysing performance, informing the individual about their performance, and disseminating information to other organisational structures that use it.

Kivipld, et al. (2020) also stated similar necessary elements, but they also included a study of legislative requirements, the development of an assessment process, witnessing selection and training, and acknowledgment or reward for accomplishment. According to Salvarajan and Cloning (2022), organisations must align organisational goals with individual goals in order to prevent cognitive dissonance, communicate organisation performance feedback via written communication, give employees feedback based on factual evidence regarding their performance, and include all employees of every rank when establishing goals. The effectiveness of the organisation's performance evaluation systems, which provide effective feedback on employees' performance, and organisations that are good at recognising their employees' hard work are all factors that, in the opinion of Fletcher and Perry (2022), go a long way toward assisting employees in progressing to become the best at whatever they do.

In addition, organisations identifying the required competencies before performance planning, organisations providing performance appraisal feedback annually, conducting progress reviews to compare the predetermined standards of employees and organisation reviewing performance in an annual interval that

are based on performance indicators not favoritism prevents any misunderstanding, irritation, and nonuse between employees and employers or supervisors (Kondrasuk, 2022).

### **Concept of Performance**

Performance is connected to the company that pays the person to do and do well (Chen & Wei, 2020). Performance is not only correlated with actions, but also includes the mechanism of decision and assessment (Paais, et al., 2020). Performance represents the behaviors that can be investigated and assessed (Chen & Wei, 2020). Organisations need their workers to perform highly so that organisations can achieve their targets and can achieve the competitive edge (Schleu & Hüffmeier, 2020). Job and effectiveness are distinguished by Badrianto and Ekhsan (2020). The work performed by an employee at a technology centre is influenced by the worker's skill set. The relationship between performance and the basic technological qualities is not evident. Instead, performance is influenced by the psychological and social environment within the organisation, which enables the attainment of its objectives (Pancasila, Haryono & Sulistyono, 2020; Eyoun, et al., 2020).

This involves responsibilities such as providing assistance to colleagues or establishing oneself as a reliable member of the group (Min, et al., 2020; Bayo- Moriones, et al., 2020). Within the organisational setting, performance is commonly defined as the degree to which the person member of the organisation contributes to the achievement of the organisation's objectives and aspirations. In businesses that are focused on providing a service to customers, the employees are a significant source of competitive advantage (Chen, et al., 2020; Rubin & Edwards, 2020; Chahar, 2020). The study of performance is

accomplished by evaluating both overall performance and performance management. Performance evaluation is the process of categorising achievements attained within a certain amount of time (Sabuhari, Sudiro, Irawanto & Rahayu, 2020; Wekesa & Makhamara, 2020).

In addition, the adage "if you can't quantify it, you can't handle it" lends credence to the idea that a business that has developed and implemented a comprehensive method for evaluating employee performance, such as the Balanced Scorecard or overall performance management of quality, is more likely to be successful (Roberts & David, 2020). This approach integrates efforts in order to transfer an organisation's higher-level priorities into its lower-level activities. Then, in order to monitor the effectiveness of each worker in these processes, punishments are imposed on them individually (Quade, McLarty & Bonner, 2020; Ramli, 2019). The performance criteria that are used should be straightforward, easily understood, appropriate, and practical in relation to the work that is being done by the workers (Selamat & Heryanto, 2019; Pradhan & Jena, 2017). It is inappropriate for the criteria to include elements that are beyond the individual worker's ability to influence. In order for supervisors to offer advice that is daily, meaningful, and constructive, they need to be educated.

The assessment process should be used to identify areas in which employees might improve their performance, and such employees should be given opportunity for appropriate training and development (Yunita & Saputra, 2019; Nazir & Islam, 2017). (Chen, et al., 2020; Buil, Martnez, & Matute, 2019) The evaluation of individual employee performance frequently has to focus on analysing employee behaviours and work performance rather than the

employee's personality. This is because measuring personality may be difficult.

### **Empirical Review**

A case study of the National Health Insurance Fund was used in the research that Moraa and Datche (2019) conducted for their report on the impact of performance appraisals on the performance of workers. The purpose of the study was to investigate the impact that performance reviews have on the work output of employees and was conducted using a case study of the National Fund for Health Insurance (NFHI). On the basis of the background problems and the facts supplied in the issue, the author purposefully set out to analyse the influence that goal setting had on the performance of employees at the National Health Insurance Fund. This evaluation was based on the evidence presented in the issue. The research also revealed the influence that performance planning had on the overall performance of the workers who worked for the National Health Insurance Fund. In addition, the research was able to assess the impact that the performance evaluation had on the performance of individuals who worked for the National Health Insurance Fund. In the last part of the paper, an analysis of the impact of evaluations on the productivity of National Health Insurance Fund staff members is presented.

The terms' goal setting, performance evaluation, employee performance, and performance planning were used often over the course of the research. The research was founded on the theories of goal formation and control, as well as social cognitive theory. The population of interest for the research consisted of the 306 people who were employed at the NHIF Head office, which is located in Nairobi County. For the purpose of this investigation, data was gathered by administering structured questionnaires in accordance

with the research hypotheses. The analysis

of the data was carried out with the assistance of the version 23 of the Statistical Package for Social Science (SPSS). Statistics that were descriptive included things like frequency distributions, percentages, and the mean, while statistics that were inferential included things like correlations and regression. According to the findings of the research, there is a favourable connection between performance reviews and the overall performance of employees. The establishing of goals has a substantial impact on the overall performance of the employees.

The coefficients further indicated that there is a positive association between all of the factors and the performance of the employees. Based on the findings of the study, one may draw the conclusion that the organisation sets goals that are both realistic and attainable. In addition, the research came to the conclusion that in order to avoid cognitive dissonance, the firm involves all of its employees, regardless of position, in the process of goal-setting, and that it also attempts to match individual objectives with those of the organisation. According to the results of the study, it is suggested that the company set goals that are both realistic and accomplishable. In addition, the management of the organisation should engage all workers, regardless of rank, in the process of creating goals. Doing so will ensure that the process is owned by the employees and will decrease opposition. According to the findings of the research, employee performance should be evaluated on a yearly basis using performance indicators, and the organisation should establish performance criteria that are both reasonable and attainable for its employees.

An investigation of the impact that performance reviews have on the work output of workers was carried out by Kariuki (2014) for the Barclays Bank of Kenya. The objective of the research was to determine the extent to which performance reviews impact the work output of workers at Barclays Bank of Kenya. The purpose of this study was to assess the influence that work satisfaction has on the performance of employees at the Barclays Bank of Kenya. This was done on the basis of the background problems and the evidence that was supplied in the problem. In addition, the research investigated how the level of employee motivation influenced the level of productivity shown by workers at Barclays Bank of Kenya. In addition, the research was able to determine how the evolution of individuals' careers at Barclays Bank of Kenya influences the performance of such employees. The phrases "work satisfaction," "performance assessment," and "staff performance" were chosen as the focus terms for the research.

The research was broken down into five different chapters. The introduction, the literature review, the study methods, the results, and the discussion, as well as the summary, the conclusion, and the recommendation, respectively, were addressed in chapters 1, 2, 3, 4, and 5. The author did a literature review, in which they examined the concepts of organisational justice theory and social justice theory. They also explored ideas related to a comprehensive approach to performance evaluation, methods for evaluating performance appraisal, and employee performance. The discussion encompassed both the conceptual framework and the empirical review. The study utilised a descriptive research strategy due to the nature of the scientific investigation. The research was carried out at the Barclays Bank of Kenya

branch. The target population consisted of an estimated 479 permanent employees working for Barclays Bank across 51 different locations.

The human resource department of Barclays Bank supplied the research with a list of 51 branches, and it utilised a systematic stratified sample strategy to choose 15 of those branches for the study. Out of the 479 workers, a total of 144 respondents were chosen via the use of stratified simple random selection from the preselected branches. A stratified selection method was used to pick 235 people from the public to take part in the research. Fifty of these people were branch managers, and the remaining 185 were their subordinates. The total number of subordinates in the preselected branches was 185, and 50% of them, or 94 workers, were chosen at random for the sample. The main data for the research were collected via the use of a standardised questionnaire. The research used a Likert scale with 5 points to assess the respondents' opinions, attitudes, and behaviours in relation to the various questions on the questionnaire. Editing, coding, and entering the results from the surveys into Statistical Package for Social Science (SPSS) were the steps taken in preparation for the analysis.

The primary SPSS application was where the configuration of the SPSS process macro took place. It was decided to make use of descriptive statistical techniques such as means and standard deviation scores. For the purpose of determining the degree of correlation between employee performance, which serves as the dependent variable, and the independent factors, mostly inferential statistics and regression analysis were used (job satisfaction, motivation and career progression). Figures and tables were used to show the results so that they could be understood and discussed more easily. According to the findings of the research, performance assessment techniques have led to increased levels

of work satisfaction among employees, which in turn has led to increased levels of productivity on the part of those employees. The research went on to prove that the performance assessment techniques have boosted employee motivation via the use of a performance incentive system, equitable remuneration, and a positive working environment.

The research revealed that performance reviews led to improvements in areas such as the progression of an employee's career via professional development, the connection between the success of the business and employee objectives, and the connection between remuneration and performance. According to the findings of the research, the organisation needs to work toward developing the most effective performance evaluation systems that are geared toward the needs of the workers. The organisation can also strengthen the rewarding structure within the organisation and boost the career development of workers and maintain their expectations as a high-performing organisation in order to attract top talent through best practises and provide more opportunities for advancement within the company. This will allow the organisation to provide more opportunities for advancement within the company. A study was carried out by Shayo (2023) to investigate the impact of a performance appraisal system on the work output of employees at Tanzanian community radios: a case study of selected radios in Dar es Salaam.

The objective of the study was to investigate the impact that performance evaluation systems have on the level of work accomplished by staff members at the various radio stations. The author conducted a study to investigate the relationship between employees' understanding of the appraisal system and their performance in community radios, based on background



concerns and evidence presented in the problem. This was done in order to find out how much of a correlation there is between the two. Furthermore, the study examined the extent to which employees' comprehension of the assessment system contributes to effective job performance in community radio stations. This was done in order to enhance comprehension of the correlation between the two. In the end, the research investigated how much performance assessment management contributes to good staff performance in community radios.

The terms "performance assessment" and "employee performance" were essential concepts throughout the research. The research was broken down into five different chapters. The introduction, the literature review, the study methods, the results, and the discussion, as well as the summary, the conclusion, and the recommendation, respectively, were addressed in chapters 1, 2, 3, 4, and 5. This research was descriptive in nature and consisted of many different lines of inquiry. Data were collected primarily via the use of questionnaires, interviews, and documentation from a total of one hundred people who responded to surveys distributed by Upendo, WAPO, and Tumaini radio stations. In addition, the data obtained were processed and analysed via the use of a computer software (Excel), and the results were presented in a comprehensible manner through tables and figures.

According to the findings of the research conducted, the performance reviews given to staff members at WAPO, Tumaini, and Upendo radio stations are inefficient and not used to a great extent. The vast majority of workers were unaware of the performance review process that was carried out in their firms, and they continue to be ignorant on the topic. They were not included in conversation with supervisors, and they were not given sufficient time to

prepare for the meeting; as a direct consequence of these two factors, workers were not given any feedback after the evaluation. These radio stations do not utilise the evaluation system that is offered in order to make significant choices about their staff. It is important to properly conduct performance evaluations for employees in order to align with the organisational context, facilitate communication among employees, and inform management choices about disciplinary actions, promotions, and training. This was executed in conformity with the prescribed suggestions.

### **Lesson from Empirical Review**

Upon careful examination of the reviewed studies, it is evident that none of them were carried out in the specific context of the Ghanaian Cocoa Board Takoradi Branch. Therefore, it is necessary to undertake this study in that particular setting. The majority of the research utilised a structured questionnaire to gather primary data. Therefore, it is necessary to adopt a similar instrument method in the setting of this investigation. The study demonstrated a correlation between performance assessment and employee performance, which supports the proposed link between these dimensions. Utilisation of SPSS and Microsoft Excel were often used for primary data processing in previous investigations. Therefore, SPSS (version 25.0) was utilised for primary data processing in this study.

Different approaches were applied for assessing performance appraisal hence different approach to measuring performance appraisal was equally applied in this context. Likert type of questions were mostly applied for measuring the opinions, attitude and behaviour of the respondents. This study likewise utilised a comparable approach for designing the data collecting

instrument utilised to gather primary data in the context of this investigation. The majority of the studies used Pearson product-moment correlation and regression to analyse the relationship and impact of different independent variables on the dependent variables. Similar statistical methods were used to assess the influence of performance appraisal on employee performance at the Takoradi Branch of the Ghana Cocoa Board. The empirical review also showed that the internal consistency of the scales used to measure the constructs was assessed using Cronbach's Alpha. Therefore, Cronbach's Alpha was utilised to evaluate the internal consistency of this scale in the context of this study.

### **Conceptual Framework**

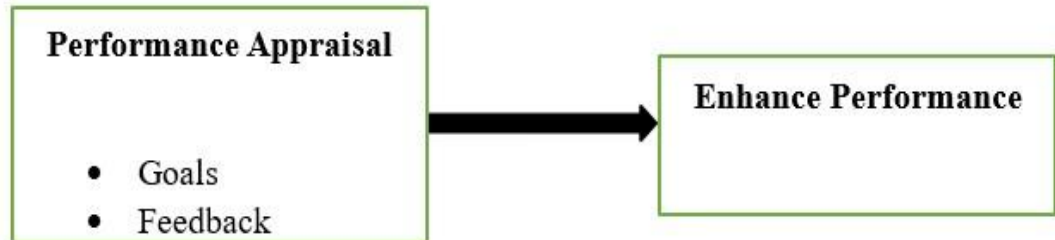
The conceptual framework provides a representation of the research study by putting emphasis on recurring patterns among components and the interrelationships such patterns have with fundamental ideas underlying the investigation (Varpio, Paradis, Uijtdehaage & Young, 2020). According to Ribeiro and Goncalves (2019), a conceptual framework is a diagrammatic representation that displays the link between a dependent variable and an independent variable. The primary goal of developing a conceptual framework is to assist in presenting the concepts in a way that is easier to comprehend and is more succinct via the use of diagrams (Brown-Jeffy & Cooper, 2021). In order for researchers to illustrate and explain the links between the variables that were employed in a study, they will use the conceptual framework (Rocco & Plakhotnik, 2019). Both the performance assessment and the actual performance of the employees are the primary foci of this investigation.

In this study, the conceptual framework established the relationship between performance appraisal and employee performance and reveals that

performance appraisal of employees has effect on employee's performance.

*Independent variable*

*Dependent variable*



**Figure 1: Conceptual Framework**

Source: Author's Construct (2024)

### Chapter Summary

In sum, the above review shows that there are different perceptions on performance appraisal, and employee performance. This chapter has presented information on the theoretical foundations of the study, the main ideas that were examined, the review of empirical evidence, and the conceptual framework. The reviews were conducted in accordance with the overarching subject of the study. This also offers a basis for rigorous debate to be conducted in the next chapter, with a specific emphasis on assertions made in the existing body of literature.

## **CHAPTER THREE**

### **RESEARCH METHODS**

#### **Introduction**

This chapter describes how the study was designed and carried out. The initial section of this chapter provides an overview of the research design and the specific field of inquiry. The text additionally outlines the methodology employed in the study, including the equipment and processes utilised for data gathering. It encompasses details regarding the targeted population, sample size, sampling strategies, as well as the method of data collection and subsequent data analysis.

#### **Research Approach**

There exist three fundamental research approaches. They are the qualitative, quantitative, and mixed methods approach (Alase, 2017). Qualitative research is an epistemological method that is subjective and interpretive in nature, with the primary objective of comprehensively understanding and exploring phenomena. The primary objective of this approach is to gather and examine qualitative data, which encompasses non-numeric information derived from sources like as interviews, observations, and textual analysis (Alase, 2017). This methodology aims to provide a deeper understanding of individuals or collectives' experiences, meanings, and viewpoints. Qualitative research emphasises context, individual experiences, and the social and cultural influences on behaviour and phenomena. Quantitative research is a methodical and unbiased strategy that centers on the collection and analysis of numerical data in order to identify patterns,

correlations, and generalisable patterns.

This approach uses statistical techniques to measure and quantify variables, allowing researchers to make inferences and draw conclusions about a population. Quantitative research typically involves large sample sizes, structured surveys, experiments, or other data collection methods to gather numerical data (Alase, 2017). The mixed approach is a research methodology that combines quantitative and qualitative approaches to provide a comprehensive understanding of a study issue. The method involves collecting and analysing both quantitative and qualitative data, and then combining these findings to provide a more thorough understanding. Mixed methods research allows researchers to address research questions from multiple angles, exploring both the breadth and depth of a phenomenon (Alase, 2017).

Scholars contend that human behaviour, akin to physical phenomena, may be measured and categorised in terms of qualities within the realm of the natural social sciences. According to Leedy and Ormrod (2010), the epistemological foundation of a quantitative study is based on the belief that there are observable and measurable social phenomena. Consequently, the research study utilised a quantitative research methodology due to its alignment with the study's nature, specific aims, and the collection and analysis of primary data. According to Alase (2017), the quantitative approach involves exploring and explaining phenomena by collecting numerical data, which are subsequently analysed using mathematically derived methodologies. The standard protocol begins by gathering data, which is guided by a hypothesis or theory. Afterwards, the data is analysed using descriptive or inferential statistics (Das, Ester & Kaczmirek, 2018).

Quantitative techniques are sometimes described as deductive since they rely on statistical hypothesis testing to establish general conclusions about population characteristics. Quantitative techniques are sometimes characterised as presuming an objective reality that is not influenced by human perception (Durdella, 2017). Based on this this research used the quantitative approach.

### **Research Design**

The concept of research design encompasses the comprehensive framework or outline that delineates the tactics, methodologies, and protocols employed in the execution of a research investigation. The framework in question functions as a guiding structure for the research process, facilitating the attainment of specified research objectives. The research employed in this study was descriptive research design. The methodology described is considered to be an optimal approach for gathering data pertaining to individuals' views, beliefs, habits, as well as various educational and societal matters (Bell, Bryman & Harley, 2018). Furthermore, a descriptive study aims to provide a comprehensive depiction of a certain subject, typically by constructing a detailed profile of a cohort of individuals or occurrences, utilising data gathering methods and statistical analysis to determine the frequencies of research variables (Bless, Higson-Smith, & Kagee, 2000).

Cardano (2020) also indicated that descriptive research design seeks to portray exactly the properties of a specific people or circumstance. It may also concern with the views and attitudes of people or group about anything (Cardano, 2020). As per literature, this design aids a description of issues in their natural state without any pre-existing mind-set held by researchers to change anything in the study. Leedy and Ormrod (2010) have described the

descriptive survey as data collection to test hypotheses or answer questions about a study. Leedy and Ormrod (2010), the descriptive survey seeks to describe and reports the nature of the phenomenon. A descriptive survey is well suited for this because it is built on research questions that aim to describe the situation or phenomenon under this study.

Leavy (2017) has defined the descriptive survey as a thorough and empirical investigation in which the researcher lacks direct control over independent variables, since their manifestation has already taken place or their intrinsic nature cannot be modified. Descriptive research focuses on the occurrence, location, and manner in which a certain phenomenon occurs (Ishtiaq, 2019). The objective of the descriptive survey is to elicit accurate and critical data about the study subject. This provides scientists with the ability to acquire significant insights on the present condition of a phenomena. Descriptive research designs facilitate the collection of data and information pertaining to the present and prevailing state of a research parameter (Creswell, 2014). Creswell (2014) reiterated the importance of prioritising description over analysis or interpretation when employing a descriptive research approach. Leedy and Ormrod (2010) suggest that descriptive surveys are ideal for generalizing features, beliefs, behaviours and past experiences of the population from a sample to a community.

Descriptive research is widely regarded as a suitable approach due to its ability to observe subjects within their natural environment, hence yielding information that is both accurate and dependable (Doyle, McCabe, Keogh, Brady & McCann, 2020). According to Brown and Dueñas (2020), descriptive research serves the fundamental objective of providing a comprehensive



depiction of phenomena in their current state. This type of research entails the systematic gathering of data to evaluate hypotheses pertaining to the present condition of the subject under investigation.

### **Study Organization**

The study was conducted in the Takoradi branch of the Ghana Cocoa Board. The organisation has divisions, including world cocoa marketing, quality control, and cocoa health and extension. These divisions are more like subsidiaries of the mother company, Ghana Cocoa Board, and they perform specialised and independent roles to improve the performance of cocoa production in Ghana. As such, the organisation engages people from all walks of life and professions, including accounting, finance, human resource, agriculture and marketing.

### **Population**

As stated by Leedy and Ormrod (2010), the population encompasses all persons, events, or special interest groups that a researcher aims to study, get data from, and draw conclusions about. The population consists of all the items that serve as the basis for making references (Iphofen & Tolich, 2018). The population of a study include those persons that are the primary focus of the researcher's investigation and meet the specific criteria being studied. The concept is corroborated by the works of Mooney and Garber (2019), Taherdoost (2017), and Tobi and Kampen (2018). Population, as defined by Saunders, Thornhill, and Lewis (2009), refers to the whole collection of cases from which a sample is selected. The study population comprised workers of the Takoradi Branch of the Ghana Cocoa Board. The organisation has a workforce of 305 people, constituting the study population. A summary of the population has been

provided in Table 1 below.

**Table 1: Population of the Study**

Category	Number of Staff
Management	40
Employees	26
Total	300

Source: Field Survey (2024)

### **Sampling Procedure**

According to Vølstad et al. (2019), sampling is the method employed by researchers to choose a subset of participants, known as a sample, that accurately represents the larger population of interest in a study. In a separate study, Wagenaar et al. (2018) observed that sampling is a systematic process including the selection of a subset of individuals from a broader population, which serves as a foundation for determining the prevalence of specific information of interest. Yong et al. (2019) assert that sampling is a crucial component in research methodology due to the impracticality of studying every individual within a given community. Sampling is a method employed to assess particular traits or aspects of a group or population, with the intention of generalising these findings to the entire population (Malhotra & Birks, 2007). A sample size refers to a smaller group of individuals or units that is selected to represent a larger population. This subset may consist of various sampling units, but it does not encompass the whole set of units that make up the defined population (Zhao, Liang, & Dang, 2019).

According to Baxter and Babbie (2023), it is generally accepted that a

sample size ranging from 10% to 30% of the population is adequate for reflecting the full population. The sample size was determined using Slovin's (1973) sample determination formula. The sampling approach employed in this study was Slovin's (1973) method. The formula is given as; 
$$n = \frac{N}{1+N(e)^2}$$

In this context, the variables are defined as follows: n represents the sample size, N represents the sample frame, and e represents the margin of error. A margin of error of 5% was implemented, as recommended by Slovin.

$$n = 300 / 1 + 300 (0.05)^2$$

$$n = 300 / 1.75$$

$$n = 171.429$$

The study considered a sample size of 171. The participants were later recruited for the study using a stratified random sample technique, as it was determined that the sampling frame was both accurate and conveniently available (Saunders, Lewis, & Thornhill, 2007). Stratified random sampling is a method that entails the partitioning of a population into two or more distinct and significant strata, based on one or more defining features (Etikan & Bala, 2017). Consequently, the sample frame is partitioned into two groups. A random sampling technique is employed to draw a sample for each of the aforementioned strata (Saunders, Lewis, & Thornhill, 2009). The sample is more likely to be more representative by dividing the population to some relevant and significant strata (Zikmund, Babin, Carr & Griffin, 2012). In order for the sample to accurately reflect the population under investigation, it is crucial to determine the pertinent strata inside the sampling frame. Stratified sampling is characterised by its tendency to require a substantial amount of time,

incur more costs, and present greater challenges in terms of explanation compared to the simple random sample technique.

### **Data Sources**

Primary data, as defined by Malhotra (2010), refers to data that is obtained explicitly for a certain reason. It is regarded as the primary source data obtained directly from the source. Secondary data, on the other hand, pertains to data that have been previously obtained for purposes that are not relevant to the current study topic. In order to effectively conduct the study, it was necessary to get primary data on four specific concerns. Data on employee performance, performance reviews, and demographics of the Ghana Cocoa Board employees at the Takoradi branch who participated in the study were required. Accurate depiction of the research participants necessitated obtaining data on their age, gender, tenure, and educational attainment. The literature review incorporated a comprehensive range of sources, encompassing both published and unpublished materials sourced from various mediums such as the internet, academic journals, handbooks, reports, and textbooks.

### **Data Collection Instrument**

The study employed primary data collection methods, with a structured questionnaire serving as the instrument for gathering the data. According to Malhotra (2015), questionnaires serve as a crucial instrument for collecting data. According to Zikmund (2020), structured questionnaires offer advantages in terms of ease of administration, analysis, and cost-effectiveness in terms of time and financial resources. The questionnaires were distributed to the participants using a drop-off and pick-up method. Each questionnaire element was designed to address a distinct research topic that aligns with the research

problem. The utilisation of a structured questionnaire is advantageous due to the busy nature of employees, since it offers a highly efficient and expedient method for collecting information within a limited timeframe.

Moreover, the utilisation of questionnaires aided in the simplification of coding and analysis processes for the gathered data. The surveys consisted of closed-ended questions that were categorised into four areas. The first portion encompassed the demographic information of the respondents. The second section addressed the performance appraisal at Ghana Cocoa Board. The third section looked at the employee performance at Ghana Cocoa Board Takoradi branch and the final section looked at challenges of performance appraisal at Ghana Cocoa Board Takoradi branch. A 5-point Likert scale was utilised, comprising a set of statements ranging from strongly agree to strongly disagree.

### **Reliability and Validity**

When assessing an instrument, it is crucial to take into account the elements of reliability and validity. Validity encompasses the degree of precision and the overall applicability of the findings derived from the investigation (Young & Javalgi, 2007). The validity of the findings can be categorised as either internal or external. Internal validity refers to assessing the accuracy of the obtained results, while external validity pertains to examining the generalizability of the findings (Young & Javalgi, 2017). Validity was a key factor considered in the present investigation. The researcher develops the questionnaire to align with their specific requirements related to the study topic. Consequently, it offers certain benefits by accurately assessing the intended variables as intended by the researcher. Moreover, the study carefully considered the aspects of descriptive, interpretive, and theoretical validity.

A comprehensive evaluation of the existing literature in the specific field of study was diligently completed prior to undertaking the investigation. On the contrary, reliability evaluates the consistency of the measurement employed to examine the associations among variables (Young & Javalgi, 2007). According to Brink, Van der Walt, and Van Rensburg (2012), reliability is determined by the consistency of an instrument. Therefore, the reliability of an instrument is deemed high when it can be relied upon to provide precise and consistent measurements of a constant value. The scale's reliability and constituent constructs were assessed, and the resulting Cronbach's alpha coefficient and the quantity of items utilised were reported in Table 2.

**Table 2: Reliability Result**

Constructs	Cronbach Alpha	Total Items
Overall Scale	0.724	27
Performance Appraisal	0.781	17
Employee Performance	0.76	10

Source: Field Survey (2024)

The results as presented in Table 2 depicts that the overall scale was reliable because it recorded an internal consistency (Cronbach's Alpha= 0.724; Number of items = 27) which is above the cutoff point of 0.7 propounded by Pallant, (2015). Performance appraisal construct recorded the strongest internal consistency (Cronbach's Alpha =0.781; Number of items =17), whilst employee performance recorded the next highest internal consistency (Cronbach's Alpha = 0.76; Number of items =10).

## **Data Processing and Analysis**

In order to facilitate analysis, the questionnaires were encoded using the Statistical Package for Social Sciences (SPSS version 27) software in accordance with the study variables. According to Zikmund (2000), this statistical programme is highly suggested for utilisation in research conducted within the field of social sciences. Both descriptive and inferential statistics were employed to analyse the data. The present study employed descriptive statistics to convert raw data into tables and charts, incorporating frequency distribution and percentages. These analytical tools are crucial for comprehending the data. Additionally, inferential statistics were utilised to determine the relationship and influence of the independent variable on the dependent variable (Singer & Couper, 2017). Specifically, descriptive statistics were used for analysing objectives 1 and 2 and mean, percentage, frequency, and standard deviation, were used to describe the results in a tabular form. The study also undertook a standard regression analysis for the dependent and independent variable, which was used to measure objective 3. To establish the relationship and the impact of the independent variable on the dependent variable, a regression analysis was undertaken to establish the model fit (R square), ANOVA and the regression coefficient for the variables.

## **Measurement of Variables**

In this study, the measurement of variables focuses on assessing the performance appraisal system, employee performance, perceived fairness of the appraisal process, and employee motivation. The performance appraisal system evaluates how effectively Ghana Cocoa Board conducts employee assessments,

capturing elements like clarity of objectives, fairness, feedback quality, and appraisal frequency, using a 5-point Likert scale from "Strongly Disagree" to "Strongly Agree" (Dessler, 2019; Armstrong & Taylor, 2020). Employee performance, which indicates an employee's task completion, work quality, productivity, and goal achievement, is similarly measured on a Likert scale to gauge how well employees meet organizational standards (Motowidlo & Kell, 2019; Sonnentag & Frese, 2021).

The perceived fairness of the appraisal process, or procedural justice, explores employees' perceptions of transparency, equal treatment, and the availability of an appeal process within the appraisal system. This is assessed to determine if the process fosters trust and satisfaction among employees (Greenberg, 2019; Colquitt et al., 2020). Finally, employee motivation, which influences commitment and performance, is evaluated by examining intrinsic motivation, feedback-driven improvement, and the recognition employees feel from the appraisal system (Deci & Ryan, 2020). These variables are operationalized with validated scales, ensuring reliable measurements that capture the impact of performance appraisals on employee performance within the organization.

### **Ethical Consideration**

The study followed ethical guidelines, including gaining informed consent from respondents, ensuring anonymity, and implementing policies to prevent plagiarism. The data collected from participants was securely stored in a designated container. In order to mitigate potential data discrepancies or inaccuracies, digital versions of the responses were securely stored on Google Drive. The questionnaires would exclude the names of businesses and their



owners, as well as email addresses, in order to avoid facile identification of the participants. The researcher ensured that all participants gave information regarding their respective concerns, while also educating them on the purpose and usage of the provided information, emphasising its exclusive application for academic purposes. The objectives of this activity were well communicated to the participants, particularly during disseminating the survey instrument. A permission letter established a clear and comprehensive understanding between the researcher and the responders. The delicate matters were closely monitored and the preservation of confidentiality was considered.

### **Chapter Summary**

This chapter outlined the research methodology adopted for this study, covering the techniques and processes involved in data collection, processing, and analysis. The chapter began by explaining the primary data collection approach, which utilized structured questionnaires tailored to gather relevant information on key variables, such as performance appraisal and employee performance. The questionnaire design was carefully informed by existing literature and refined through a pilot test to ensure clarity and reliability.

## CHAPTER FOUR

### RESULTS AND DISCUSSIONS

#### Introduction

This chapter presents a detailed presentation of the study results, statistical analysis, and any other pertinent information or proof that directly responds to the research questions. The theoretical frameworks and research goals served as the foundation for the analysis. The socio-demographic characteristics of the respondents are the main topics of the chapter's first part. The remainder of the chapter provides information about the study's goals.

**Table 3: Response Category**

Questionnaires	Frequency
Total issued	171
Total returned	161
Response Rate	94.15

Source: Field Survey, (2024)

171 replies were submitted in total, which is a response rate of 96.49%. According to the respondents' viewpoints, this part gives the findings and analyses based on the indicated objectives. The study's response rate is deemed acceptable based on Mugenda and Mugenda's (2003) research, which gives response rate of 60% or higher is suitable.

## Test of Validity

The validity of an instrument is based on how well the instrument tests the fundamental definition it was supposed to test (Saunders et al., 2009). An instrument must be accurate, which means that it is repeatable and that when this has been done to ensure its validity, the instrument was inspected to see if it is in line with its stated purpose. To provide the validity of the questionnaires, the researcher looked at other relevant literature and approved the instrument's creation in those works. There were no scientifically proven items on the scales. The researcher required a final check and approval before distributing it to the survey participants. In addition, the results of Kaiser-Meyer-sampling Olkin's adequacy and Bartlett's test of sphericity must be checked and validated before the principal axis factor analysis results may be considered acceptable. A sample adequacy score of at least 0.50 (Kaiser-Meyer-Olkin) and a test of sphericity (Bartlett's  $p=0.000$ ;  $p0.05$ ) must be met. According to Harris, (1962) KMO results are classified as follows:

*In the 0.90s=Marvelous*

*In the 0.80s=Meritorious*

*In the 0.70s=Middling*

*In the 0.60s=Mediocre*

*In the 0.50s=Miserable*

*Below 0.50=Unacceptable*

This study's findings (see Table 4) show that these conditions have been satisfied. Thus, the results of the factor analysis was interpreted appropriately.

**Table 4: KMO and Bartlett's Test**

	EM	SRM	SMA	SCI	FP
Kaiser-Meyer-Olkin	.863	.849	0.838	0.735	.886
Measure of Sampling Adequacy.					
Bartlett' Approx. Chi-Square	840.183	635.872	769.639	481.168	2169.508
s Test					
of Df	15	10	10	21	105
Sphericity Sig.	0.001	0.001	0.001	0.001	0.000
ty					

Source: Field Survey, (2024)

The results of the KMO and Bartlett's sphericity tests (Table 3) demonstrate that it is acceptable to interpret the principal axis factor analysis findings in place of assessing the validity of the scales used to measure the constructs of interest. According to the KMO and Bartlett's test findings, the KMO's for performance appraisal and employee performance are meritorious and that of supplier collaboration is middling. Based on these, the confirmatory factor analysis results was considered to check the validity of the scales employed in measuring constructs considered in the study.

**Table 5: Demographic Characteristics**

Variables	Option	Frequency	Percentage
Gender	Male	87	54.04
	Female	74	45.96
Total		<u>161</u>	<u>100</u>
Age	Below 25years	44	27.33
	26-35years	72	44.72
	36-45years	11	6.83
	46-55years	18	11.18
	Above 56years	16	9.94
Total		<u>161</u>	<u>100</u>
Level of Education	HND/Diploma Level	47	29.19
	Bachelor Degree Level	79	49.07
	Postgraduate Level	18	11.18
	Professional	17	10.56
	Qualification Level		

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Source: Field Survey, (2024)

The demographic characteristics of the study participants are outlined in Table 5. Regarding gender distribution, the sample consisted of 191 respondents, with 107 males (55.15%) and 84 females (44.85%), showing a slightly higher participation of males. In terms of age, most participants were aged between 26-35 years, comprising 80 individuals (41.88%), followed by

those below 25 years at 44 individuals (23.04%). Smaller groups included participants aged 36-45 years (5.76%), 46-55 years (9.42%), and those above 56 years (10.47%), indicating a balanced age representation, with a predominant share in the younger age brackets.

For the level of education, the largest group of respondents held a Bachelor's degree, accounting for 41.36% (79 individuals), while 28 respondents (14.66%) held a postgraduate degree. Those with a professional qualification made up 22.52% (37 individuals), and 21.46% (41 respondents) possessed either an HND or diploma qualification. This distribution highlights a diverse educational background, with the majority being degree holders, followed by professionals, indicating that most respondents have significant educational attainment, which could contribute valuable insights to the study.

### **The Effectiveness of Performance Appraisal at Ghana Cocoa Board**

The present study aimed to assess the effectiveness of the performance appraisal system implemented at the Ghana Cocoa Board. Specifically, the research sought to determine the extent to which employees see the appraisal process as effective. The findings of this investigation are reported in Table 4. Similar to the assessment of the components comprising the effectiveness of performance appraisal, the collective average and standard deviations of diverse constructs were employed to evaluate the overall performance appraisal systems at Ghana Cocoa Board, with the aim of determining its effectiveness.

**Table 6: Effectiveness of Performance Appraisal**

	Mean	Std. Deviation
The organisation I am affiliated with formulates feasible and achievable goals.	2.8304	1.25577
In our organisational structure, the goal-setting process incorporates employees' participation across all hierarchical levels.	3.1696	1.06848
In order to mitigate cognitive dissonance, my organisation endeavours to align the objectives of the organisation with the personal ambitions of its members.	2.9064	1.27072
My organisation excels in delivering commendation for exemplary achievement.	3.0000	1.21268
Our organisation strives to implement performance appraisal in the most effective manner feasible.	2.8187	1.31368
The organisation I am affiliated with offers annual performance review feedback.	3.1404	1.24766
The performance evaluation systems implemented by my organisation offer valuable feedback that effectively informs individuals about their performance.	3.0585	1.24951
The performance feedback within my organisation is conveyed via written communication.	2.9415	1.20639
The organisation I am affiliated with exhibits a greater inclination towards offering affirmative comments for commendable performance as opposed to critiquing subpar performance.	3.4094	1.13071

A conversation occurred between my boss and me while doing a performance evaluation.	3.0058	1.03183
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Source: Field Survey, (2024)

According to the findings presented in Table 6, it was observed that the organisation under study demonstrates the practice of explicitly stating performance objectives prior to planning ( $M = 2.78$ ;  $SD = 1.11$ ), establishing performance standards that are equitable and feasible ( $M = 2.88$ ;  $SD = 1.09$ ), making efforts to conduct performance appraisals in the most optimal manner ( $M = 2.82$ ;  $SD = 1.31$ ), and formulating goals that are practical and achievable ( $M = 2.83$ ;  $SD = 1.26$ ). However, these scores: The remaining cases were deemed beneficial as they exceeded the minimum criteria of 2.90. For example, the findings presented in Table 4 indicate that there is a practice within my organisation of aligning organisational goals with individual goals in order to mitigate cognitive dissonance ( $M = 2.91$ ;  $SD = 1.27$ ). Additionally, it was observed that performance feedback within my organisation is predominantly communicated through written modes of communication ( $M = 2.94$ ;  $SD = 1.21$ ), and this approach was found to be effective.

The employees expressed satisfaction with the effectiveness of various aspects of their organisation's performance evaluation systems. These aspects include receiving feedback based on factual evidence ( $M=3.02$ ;  $SD=1.16$ ), engaging in discussions with supervisors during performance assessments ( $M=3.01$ ;  $SD=1.03$ ), receiving effective feedback through the organisation's performance evaluation systems ( $M=3.06$ ;  $SD=1.25$ ), involving employees of all ranks in goal-setting processes ( $M=3.17$ ;  $SD=1.07$ ), and



receiving recognition for good performance ( $M=3.00$ ;  $SD=1.21$ ). Furthermore, the effectiveness of my organisation is demonstrated by its practise of identifying necessary competencies prior to performance planning, with a mean score of 3.20 and a standard deviation of 1.42. Additionally, my organisation consistently provides annual performance appraisal feedback, as indicated by a mean score of 3.14 and a standard deviation of 1.25. Moreover, progress reviews are conducted to assess employees' performance against predetermined standards, with a mean score of 3.38. Furthermore, it is seen that within my organisation, there is a greater emphasis on offering positive feedback for commendable work rather than criticising subpar performance ( $M = 3.41$ ;  $SD = 1.13$ ). Additionally, the performance review technique employed by my organisation is deemed effective and impartial ( $M = 3.40$ ;  $SD = 1.23$ ), thereby yielding beneficial outcomes.

To ensure sustained high performance among employees at the Ghana Cocoa Board Takoradi branch in Ghana, it is imperative for management to prioritise the implementation of an effective performance appraisal systems. This is because performance appraisal is widely recognised as a crucial tool for enhancing worker performance (Wekesa & Makhamara, 2020). The implementation of certain strategies can yield positive outcomes in an organisation. For instance, aligning the organisation's goals with those of individuals can help mitigate cognitive dissonance. Additionally, providing employees with performance feedback through written communication can be effective. Moreover, offering feedback based on factual evidence regarding individual performance can contribute to organisational effectiveness. Lastly, involving workers at all levels in goal-setting can foster organisational effectiveness and competitiveness (Salvarajan & Cloninger, 2012).

According to Fletcher and Perry (2002), engaging in discussions between supervisors and employees during performance assessments can enhance the effectiveness of organisational performance evaluation systems. This is achieved through the provision of constructive feedback on employee performance and the recognition of exemplary work by organisations. Such practises significantly contribute to employees' professional development and their ability to excel in their respective roles. In addition, organisations identifying the required competencies before performance planning, organisations providing performance appraisal feedback annually, conducting progress reviews to compare the predetermined standards of employees and organisation reviewing performance in an annual interval that are based on performance indicators not favoritism will prevent any misunderstanding, irritation, and nonuse between employees and employers or supervisors (Kondrasuk, 2012).

However, if an organisation fails to adequately address certain aspects of performance appraisal, such as clearly outlining performance objectives during the planning phase, establishing fair and attainable performance standards, striving to conduct the appraisal process in the most effective manner possible, and developing realistic and achievable goals for employees, it may result in management neglecting the appraisal process. This neglect can have negative consequences for employees, including decreased morale, diminished performance, irresponsible behaviour, and even instances of employee dishonesty (Bayo-Moriones, et al., 2020; Bouskila-Yam & Kluger, 2011; Rubin & Edwards, 2020; Chahar, 2020; Eyoun, et al., 2020).

## **Employee Performance of Ghana Cocoa Board, Takoradi**

Prior to doing an analysis of the different objectives, it was crucial to assess the constructs pertaining to employee performance that were utilised in this particular study. Lavrakas (2008) defines a construct as an abstract concept, fundamental theme, or topic of interest that is intended to be assessed through the use of survey questions. Lavrakas further asserted that many constructs have a relatively straightforward nature, allowing for their measurement with a limited number of questions. Conversely, other constructs possess a greater level of complexity, necessitating a comprehensive set of questions to effectively operationalize the construct in accordance with the specific requirements of the end user. In this particular instance, the construct under consideration was the relationship between employee performance and remuneration. In addition, the participants' replies to the issues were assessed using a five-point numerical scale, where a rating of one (1) indicated a lack of agreement and a rating of five (5) indicated a high level of agreement. The evaluation of employee performance was conducted using descriptive statistics, specifically focusing on measures such as the mean (M) and standard deviations (SD).

The mean value is the arithmetic average of the responses to each item, while the standard deviation measures the extent of variation in the responses to each item. According to the established scale ranging from one (1) to five (5), the acceptable midpoint is 2.9. Scores below 2.9 are considered indicative of a lack of agreement, while scores over 2.9 are considered indicative of a high level of agreement. Wan, Wang, Liu, and Tong (2014) argue that while calculating measures of central tendency, it is necessary to concurrently calculate

the measure of variance. Nevertheless, it is important to note that there is no specific threshold for determining acceptable variation. Instead, each variation should be evaluated in relation to the variations observed in other items within the same construct. The structures utilised in this study are presented in Tables 7.

**Table 7: Employee Performance**

	Mean	Std. Deviation
I consistently achieve results that above the threshold of satisfactory performance.	3.2807	1.32516
I am able to proactively plan for emergencies	3.2164	1.04317
I consistently exert additional effort in executing my professional responsibilities.	2.7953	1.27841
There has been a significant enhancement in the quality of job performance.	3.2573	1.19479
I have increased the level of dedication and exertion invested in the job.	3.1404	1.32539
There has been a significant enhancement in task effectiveness.	3.2456	.98125
The calibre of my work is exceptional.	3.0994	1.05527
There has been a significant enhancement in job-related capacity.	3.3509	1.14004
I strive to exert maximum effort in my task.	3.6199	1.05800
There has been an observable enhancement	3.3450	1.14441

in my overall performance

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Source: Field Survey, (2024)

The findings in Table 6 show that in most instances the respondents agree to the assertions that the presence of performance appraisal and the way performance appraisals are carried out in their organisation go a long way to other improves or does not improve the performance. According to the data presented in Table 6, the average score for employee performance indicates that the participants generally believe that their performance exceeds the threshold of acceptable performance ( $M=3.28$ ;  $SD=1.33$ ). For most parts, the respondents agree to the assertions that they are able to proactively plan for emergencies ( $M=3.22$ ;  $SD=1.04$ ), they have massive improvement in quality of work performance ( $M=3.26$ ;  $SD=1.19$ ), they have improved the amount of effort expanded on the job ( $M=3.14$ ;  $SD=1.33$ ) and that they have massive improvement in speed on job ( $M=3.25$ ;  $SD=.98$ ).

Furthermore, the study also shows the respondents agree that their quality of work is top-notch ( $M=3.10$ ;  $SD=1.06$ ), there have been massive improvement in their capacity of work performance ( $M=3.35$ ;  $SD=1.14$ ), try to work as hard as possible ( $M=3.62$ ;  $SD=1.06$ ) and that there is improvement in their overall performance ( $M=3.35$ ;  $SD=1.14$ ). However, the respondents disagreed that they often expend extra effort in carrying out my job ( $M = 2.80$ ;  $SD = 1.28$ ).

### **Challenges of Performance Appraisal at Ghana Cocoa Board Takoradi Branch in Ghana**

The study pursued to evaluate the challenges of performance appraisal at Ghana Cocoa Board faces to know if the employees agree to that those

challenges really affects the performance appraisal provided to employees of the organisation and this is are presented in Table 8. The overall issues of performance appraisal at Ghana Cocoa Board were assessed by utilising the mean and standard deviations of the measuring items for different constructs. The determination of the mean was derived from a set of criteria that were subjectively established, taking into account prior research findings and the scale of measurement.

**Table 8: Challenges of Performance Appraisal**

	Mean	Std. Deviation
The appraisal process does not involve the participation of employees.	3.6023	1.12970
Does not assess actual performance	3.5380	.97770
No specific standards for comparison	3.7427	1.01945
Appraisal is not related to reward	3.6316	1.11088
No criteria for making performance appraisal	3.6959	1.27461
Appraisal is based on supervisors' discretion	3.6023	.78575
Employees are not assessed properly	3.7778	1.01621
The necessary resources are currently unavailable to conduct a comprehensive evaluation.	3.5673	.64158
The supervisors demonstrate an inadequate attitude in facilitating the process.	3.2807	1.32516
One of the primary obstacles encountered in the implementation of this endeavour pertains	2.7953	1.27841

to the financial aspect.

Certain employees experience victimisation as	3.2515	1.28381
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a result of the performance appraisal process.

Performance goals often fail to take into account	3.1404	1.32539
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relevant contextual elements.

The outcomes are not effectively implemented.	3.1696	1.23212
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Source: Field Survey, (2024)

Table 8 displayed the findings of the study, indicating that workers identified the obstacles confronting the performance appraisal of the Takoradi branch of the Ghana Cocoa Board. These challenges were agreed upon by employees, as they met or above the threshold of 3.5. Employees are excluded from the appraisal process, as indicated by a mean score of 3.60. Management does not evaluate actual performance accurately, with a mean score of 3.5380. There is a lack of specific standards for comparing performance, as reflected by a mean score of 3.74. Appraisals provided by employers are not linked to rewards, with a mean score of 3.63. There is no established criteria for conducting performance appraisals, as indicated by a mean score of 3.70. Appraisals provided by employers are based solely on supervisors' discretion, with a mean score of 3.60. Another challenge of performance appraisal is the inadequate assessment of employees, as reflected by the mean score. The mean for the available resources is 3.80, whereas the mean for a successful appraisal is 3.5673.

On the other hand, the study showed that employees were indifferent to the following challenges facing the performance appraisal of Ghana Cocoa Board Takoradi branch because the threshold was between 2.5 and 3.49. They

are as follows: the supervisors have an inadequate attitude in facilitating the process with mean ( $\mu=3.28$ ), the financial implications associated with funding the procedure provide a significant hurdle with mean ( $\mu=2.80$ ), workers are victimized through the appraisal process with mean ( $\mu=3.25$ ), performance goals do not consider pertinent environmental factors with mean ( $\mu=3.1404$ ), and results are not acted upon with mean ( $\mu=3.1696$ ).

According to Wekesa and Makhamara (2020) employees not involved in the appraisal process and management does not assess actual performance of employees was seen as a challenge to appraising employees in an organisation. This was also supported by Selvarajan and Cloninger, (2012) most public organisation do not include employees to their appraisal process and these makes employees feel less important in the organisation which in turn influence their performance. Bayo- Moriones et al. (2020) and Na-Nan et al. (2020) also came out with different opinion that organisations that do have specific standards of performance to compare the actual performance of employees to those set standards rather than appraising base on supervisor discretion. In addition, appraisal provided by employers which are not related to reward (Lillian, et al., 2011; Ahmed, et al., 2010), no criteria for making performance appraisal, employees not assessed properly (Esther, et al., 2019; Murphy, et al., 2018), and the desired resources are inaccessible to carry out an actual appraisal are challenges of performance appraisal facing several institutions of which Ghana Cocoa Board Takoradi branch is not excluded (Iqbal et al., 2013; Spence & Keeping, 2011).

However, the current findings are in contrast with the research conducted by Ikramullah et al. (2016) and Ikramullah et al. (2012). These



studies revealed that respondents expressed a strong agreement regarding supervisors' failure to exhibit the appropriate attitude to facilitate the performance appraisal process, the financial burden associated with conducting performance appraisals, employees experiencing victimisation during the appraisal process, performance goals not taking relevant environmental factors into account, and the lack of action taken on appraisal results. These challenges were identified as significant obstacles to both employee and organisational performance, ultimately having a negative impact on the organisation and its customers.

### **Effect of Performance Appraisal on the Performance of Employees**

This objective aimed to examine the effect of performance appraisal on the performance of employees. Linear regression was conducted to examine how performance appraisal provided to employees by their employers impacts on their performance in the organisation. Data transformation was carried out in order to obtain composite variables to represent the respective constructs under consideration. A composite variable was generated for both variables. Some assumptions underlying linear regression were considered and tested alongside the regression results. The primary findings of this particular case encompassed the Model Summary, the ANOVA, and the Coefficient. The findings are succinctly shown in Table 9.

**Table 9: Model Summary, ANOVA, and Coefficient**

			Adjusted R	Std. Error of the	
Model	R	R Square	Square	Estimate	
1	.704 <sup>a</sup>	.496	.440	5.01526	
ANOVA <sup>a</sup>					
	Sum of		Mean		
	Squares	df	Square	F	Sig.
Regression	3780.569	1	222.386	8.841	.000 <sup>b</sup>
Residual	3848.378	159	25.153		
Total	7628.947	160			
Coefficients <sup>a</sup>					
Unstandardized Coefficients			Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	17.380	1.949		8.915	.000
Performance					
Appraisal	.355	.689	.607	.516	.607

Source: Field Survey, (2024)

The findings of the model summary indicate a significant and positive relationship between the predictors, specifically performance assessment, and employee performance at Ghana Cocoa Board, as evidenced by a correlation coefficient of 0.704. This implies that when employers offer a higher level of performance appraisal to their employees, it results in improved job performance within the organisation. Conversely, when employers provide a lower level of performance appraisal, employees are less likely to demonstrate their optimal performance in their job roles within the organisation. This does not imply a causal relationship between these constructs. According to Garson (2016), R-square is the prevailing metric of impact size in route models. Garson (2016) and Hock and Ringle (2006) have proposed certain provisional thresholds for defining the R- square. The obtained results indicate substantial effects for values over 0.67, moderate effects for values above 0.33, and weak

effects for values above 0.19.

The coefficient of determination, commonly known as R-squared, quantifies the extent to which variations in the independent variables explain the changes seen in the dependent variable within the model. Upon careful examination of the findings, it was observed that the implementation of performance assessment had a significant impact on the performance of employees at the Ghana Cocoa Board, explaining 49.6% of the positive variance. This relationship was further supported by an r-square value of 0.496. It can be inferred that other factors not captured in the model could account for 50.4% change in the performance of employees when performance appraisal is statistically controlled for. This therefore means, the more employees' performance is appraised, the more this will cause them to perform well concerning their work and even improve organisational performance in the long run.

On the other hand, one can say if employees' performance is not appraised by their employers or superiors, this will cause them to not to perform well with respect to their work and even affect the growth and performance of the organisational in the long run. This finding shows that the empirically supported assertion held collectively by separate studies that performance appraisal provided to employees will positively influence employees to perform well with respect to their job (Na-Nan, et al., 2020; Iqbal, et al., 2013; Ahmed, et al., 2010). Esther, et al. (2019) and Murphy, et al. (2018) were of the view that appraising of employees in the right manner and on daily, monthly and yearly basis is the strongest assets of every organisation of which Ghana Cocoa Board in Takoradi is not excluded because it gives them advantage over their

rivals in the same industry.

The findings contradict with the study conducted by Ikramullah, et al. (2012) and Karimi, et al. (2011) on the effect of performance appraisal on employee performance of manufacturing firms in Malaysia. They found out that, performance appraisal did not improve the performance of employees of the manufacturing firms and it a waste of time for employers to engage in providing them to their employees. The results obtained from the analysis of variance (ANOVA) offer valuable insights into the degree to which fluctuations in the dependent variable may be attributed to alterations in the predictors incorporated within the model. Upon careful examination of the results, it becomes evident that the significant positive variance of 49.6% in employee performance can be attributed to the scientific interaction between the predictors of performance appraisal and the employees' performance within the model ( $p=0.0000$ ;  $p<0.05$ ).

This implies that the observed changes in employee performance at the Ghana Cocoa Board are not merely coincidental, but rather have a meaningful and statistically significant relationship. In essence, it may be inferred that the provision of complimentary and equitable performance evaluations to employees possesses the capability to forecast a favourable alteration in employee performance. The aforementioned findings collectively represent the perspectives expressed in several prior empirical studies (Rubin & Edwards, 2020; Chahar, 2020; Wekesa & Makhamara, 2020; Moraa & Datche, 2019) which suggest that the provision of free and equitable performance appraisals to employees may result in enhanced performance within organisational contexts.

Table 9 also presents the coefficients from a regression analysis examining the impact of performance appraisal on employee performance at the Ghana Cocoa Board Takoradi branch. The constant value ( $B = 17.380$ ,  $p < .001$ )

suggests a baseline level of employee performance when the effects of performance appraisal are not considered. The unstandardized coefficient for performance appraisal is  $B = 0.355$ , indicating a positive but relatively small influence of performance appraisal on employee performance. The standard error associated with this coefficient is 0.689, and the t-value of 0.516, with a p-value of 0.607, indicates that this effect is statistically insignificant. The standardized coefficient ( $Beta = 0.067$ ) also reflects a weak relationship between performance appraisal and employee performance, implying that performance appraisal has minimal influence on performance in this context. Given the high p-value (0.607), the results suggest that performance appraisal may not be a significant predictor of employee performance at the Takoradi branch of the Ghana Cocoa Board.

This analysis demonstrates that while these workers may have some influence on predicting the positive variance in employee performance, their contributions are statistically insignificant. Therefore, their inclusion in managerial decision-making is undesirable as their interaction with other factors in the model does not reliably lead to positive improvements in employee performance at the Ghana Cocoa Board Takoradi Branch. It is noteworthy to highlight that the obtained results possess significant consequences and are consistent or divergent with findings from numerous investigations. The aforementioned studies (Singhania & Kumar, 2020; Dyaji, et al., 2020; Yawotse, et al., 2019) demonstrate a positive correlation between performance appraisal and employee performance.

The influence of performance assessment discussions between supervisors and employees, as well as annual performance reviews conducted by

organisations, has been extensively studied in the literature (Rubin & Edwards, 2020; Chahar, 2020; Wekesa & Makhamara, 2020; Moraa & Datche, 2019). It has been found that clearly defined performance indicators and objectives, established by the organisation prior to planning, are strong predictors of enhanced employee performance within an organisational context (Esther, et al., 2019; Murphy, et al., 2018). The findings suggest that employees are more likely to consistently perform at their best when they experience satisfaction with their organisation. This satisfaction is contingent upon the organisation clearly communicating performance objectives prior to planning, utilising effective and unbiased performance review techniques, and implementing performance evaluation systems that offer valuable feedback. These conclusions are supported by previous research conducted by Frimpomaa (2014), Kondrasuk (2012), and Bouskila-Yam and Kluger (2011). It is important to note that performance appraisals play a crucial role in driving employee performance improvement.

### **Chapter Summary**

This chapter has presented an account of the methods employed to gather, organise, analyse, and present the primary data utilised in the study, with the aim of facilitating subsequent analysis and debate. This chapter also included details regarding the study's design and the scientific methodology employed, including the approach to data requirements, utilisation of statistical techniques, and systematic inquiry into the investigation being examined.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

This chapter offers a summary of the research, the key findings from the analysis of the data collected for the study, the conclusions made from the findings and appropriate recommendations for policy and decision-making as well as for further research.

#### Summary of the Study

The main objective of this study was to examine the effect of performance appraisal on the performance of employees at Ghana Cocoa Board. To accomplish this, the following specific objectives were pursued to: analyse the effectiveness of performance appraisal at the Ghana Cocoa Board, examine the effect of performance appraisal on the performance of employees at Ghana Cocoa Board, identify the challenges of performance appraisal at Ghana Cocoa Board. The study used both descriptive research design and approached the study using quantitative methods. The population of the study consisted of the workforce; management and employees of Ghana Cocoa Board. Total population of 300 employees was selected from Ghana Cocoa Board Takoradi Branch to participate in the survey.

A sample of 171 employees were selected using stratified random sampling technique because the sampling frame is accurate and easily accessible. The researchers employed a self-administered questionnaire to gather the perspectives of the employees regarding the stated aims of the study. The survey consisted of a total of 44 items that were organised into four distinct areas. These sections encompassed several aspects, including the demographic

characteristics of the participants, the evaluation of performance, the assessment of employee performance, and the identification of issues related to performance appraisal. The test of significance was conducted with a confidence level of 5%. The data underwent evaluation through the utilisation of descriptive statistics and regression analysis.

### **Summary of Findings**

A review of the main results of the report is as follows: It was revealed from the first objective that the organisation spells out performance objectives before planning, the organisation sets performance standards which are fair and achievable, the organisation attempts to conduct performance appraisal the best possible way, and my organisation develops goals which are realistic and attainable were unsatisfactory concerning the effectiveness of performance appraisal at Ghana Cocoa Board. It was further disclosed that the organisation strategically aligns its aims with those of individuals to mitigate cognitive dissonance. Additionally, the utilisation of written communication for performance feedback inside my organisation was found to be beneficial.

According to the findings of the study, the second objective revealed several challenges encountered in the performance appraisal process. These challenges include the lack of employee involvement in the appraisal process, the absence of assessment of actual performance by management, the absence of specific standards for comparing performance, the lack of a clear link between appraisal and rewards, the absence of established criteria for conducting performance appraisals, the reliance on supervisors' discretion in providing appraisals, inadequate assessment of employees' performance, and the unavailability of necessary resources to effectively carry out the appraisal



process.

The third goal revealed a positive association between the predictors, specifically performance appraisal, and employee performance. The present study revealed a statistically significant link, wherein all predicted markers exhibited both positive and negative relationships with employee performance. Moreover, it was discovered that within the realm of performance appraisal indicators, the most significant predictor of employees' performance scores was the occurrence of discussions between the supervisor and the individual being assessed during the performance evaluation process. This was closely followed by the organisation's practice of conducting periodic reviews of performance on an annual basis, utilising performance indicators as a basis for evaluation. Additionally, the organisation's

### **Conclusions**

The study concluded that some employees were not satisfied with most of performance appraisal provided to them by management. Other employees were also pleased with the performance appraisal provided to them by management.

The study also concluded that performance appraisal affects the performance of employees. Again, it can be concluded that employees not involved in the appraisal, management not assessing actual performance, absence of specific performance standards for comparison to actual performance standard of the employees, appraisal provided by employers are not related to reward, and there are no criteria for making performance appraisal, are the challenges of performance appraisal. Moreover, the obstacles encountered in performance appraisal include the reliance on supervisors'

subjective judgement for evaluation, inadequate assessment of personnel, and the lack of necessary resources to facilitate a comprehensive appraisal process.

### **Recommendations**

Based on the results and conclusions derived from the study, the subsequent suggestions were formulated:

Firstly, addressing the challenges identified in the third objective requires a holistic approach. To improve employee involvement in the appraisal process, the organization should consider implementing a more participatory approach, involving employees in setting performance objectives and providing feedback. Specific standards for comparing performance need to be established and clear links between appraisal and rewards should be communicated. It is crucial to develop criteria for conducting performance appraisals and reduce reliance on supervisors' discretion. Adequate resources, both financial and human, should be allocated to ensure a comprehensive and effective appraisal process. Additionally, fostering a positive attitude among supervisors towards facilitating the performance appraisal process is essential, and training programs can be implemented to equip them with the necessary skills.

Secondly, the study highlights the importance of effective communication and discussions between supervisors and employees during the performance evaluation process. To capitalize on this, the organization should encourage regular and open communication channels. Training programs can be designed to enhance communication skills for both supervisors and employees, ensuring that discussions are constructive and contribute to a positive working relationship. Periodic reviews of performance, based on predetermined standards and indicators, should be continued and possibly

expanded to ensure a continuous improvement approach to performance management. Recognition of exemplary performance should be institutionalized, creating a culture of appreciation and motivation among employees.

Lastly, the study suggests that the outcomes of the appraisal process are not effectively acted upon. To address this, the organization should develop a robust system for translating appraisal results into actionable plans for professional development, training, and career advancement. Clear pathways for career progression should be communicated to employees, linking their performance to growth opportunities within the organization. Additionally, a feedback loop should be established to gather employees' perspectives on the effectiveness of the appraisal process and to continuously refine and improve the system based on their input.

### **Suggestions for Further Studies**

Further research on inventory management practices and supply chain effectiveness among manufacturing firms in Tamale can explore the following areas:

Conduct a comparative analysis of performance appraisal practices across different industries within Ghana or even globally. This approach could help identify industry-specific challenges and best practices, allowing for a broader understanding of effective performance management strategies that may be transferable between sectors.

Investigate the impact of integrating technology, such as performance management software or artificial intelligence, in the performance appraisal process. Assess how technological advancements can enhance objectivity,

accuracy, and effectiveness in performance assessments. Additionally, explore employee perceptions and potential resistance to technology-driven appraisal methods.

Examine how cultural factors influence the effectiveness of performance appraisal in the Ghanaian context. Explore how cultural norms, values, and communication styles impact the perception of performance feedback, and whether adjustments to appraisal practices are necessary to align with cultural expectations

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## APPENDIX

### QUESTIONNAIRE

Dear Sir/Madam

This study is being conducted to assess the effect of performance appraisal on the performance of employees at Ghana Cocoa Board Takoradi branch in Ghana. It is meant for academic purpose only. It is exclusively intended for academic use. The effectiveness of this study depends on your perspectives on the questions in this questionnaire and your ability to provide accurate replies. I'm grateful.

Instructions: Please check the relevant box (✓) or write there.

#### SECTION A: BACKGROUND INFORMATION

1. Gender: ☐ Male ☐ Female
2. Age .....
3. Level of education:  
None ☐ JHS ☐ SHS First Degree ☐ Masters ☐ PhD
4. Years of Operation  
☐ Below 5years  
☐ 5 – 10 years  
☐ 11 – 15 years  
☐ Above 20 years

