UNIVERSITY OF CAPE COAST

PERFORMANCE APPRAISAL AND PRODUCTIVITY IN THE GHANA

MUSEUMS AND MONUMENTS BOARD

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2017

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BY

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

NOVEMBER, 2017

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research

and that no part of it has been presented for another degree in this University

or elsewhere.

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

Name ……………………………………………………………..

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were

supervised in accordance with the guidelines on supervision of dissertation

laid down by the University of Cape Coast,

Supervisor's Signature ………………………Date …………………

Name ………………………………………………………………..

ABSTRACT

The general objective of the study was to investigate the performance appraisal on employee productivity in the Ghana Museums and Monuments Board (GMMB). The population of the study is One hundred and thirty-five staff and One hundred were selected for the study. Purposive sampling technique was employed to select respondents for the study. Questionnaires were administered to employees at GMMB in Accra and Cape Coast. Result from the study revealed that the human resource department was responsible for the design and implementation of performance appraisal. Again, it was revealed that the time feedbacks were given to appraise were not consistent. Furthermore, the performance appraisal was characterized by biases and impartiality during the appraisal process leading to unacceptable ratings scores. It was recommended that the Human Resource Department at GMMB should involve other stakeholders during the design of appraisal and its implementation. They should also give consistent feedback to reduce the incidence of biases and impartiality since appraises are well educated on the programme. Feedback should also be given to all appraises at a specified period and in a conducive atmosphere.

ACKNOWLEDGEMENTS

I owe great debt of gratitude to many individuals who have made it possible for me to come on the MBA programme, go through it to the end, and obtained the necessary material and guidance to write this dissertation.

I would like to express my sincere gratitude to my supervisor, Mrs. Elizabeth Annan-Prah for her dedication, support, expertise and encouragement which guided me throughout the period of my research. My thanks also go to the staff of the Department of Human Resource Management of the University of Cape Coast for their support.

Finally, I would to acknowledge with gratitude, the support and love of my family during the period.

DEDICATION

To my wife Mrs. Mercy Ivor and children Pearl, Andy and Carl.

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LIST OF ACRONYNMS

GMMB   Ghana Museums and Monuments Board

MBO   Management by Objectives

PM   Performance Management

PA   Performance Appraisal

CHAPTER ONE

INTRODUCTION

Background to the Study

Performance appraisal (PA) is a periodic evaluation of an employee's performance measured against the job's stated or presumed requirements (Terry & Franklin, 2013). Performance appraisal has increasingly become an integral part of the human resource function of any profit making organization in increasing productivity. A generation ago, appraisal systems tended to emphasize employee traits, deficiencies and abilities (Gadzedzo, 2012). With the development of the employee relations, modern appraisal philosophy emphasizes on the present performance and future goals.

Modern philosophy also stresses on employee participation in mutually set goals with the supervisor (Singh, 2010). The underlying philosophy behind mutual setting of goals is that people will work harder for goals that they have participated in setting. The assumption is that people want to satisfy some needs through performing work activities that provide them with a supportive environment. They also need to perform meaningful tasks, share the objectives setting, and share the rewards of their efforts and continued personal growth (Dechev, 2014).

Performance appraisal is an essential instrument of personnel management designed to identify an individual employee's current level of job performance, identify employee strengths and weaknesses and enable employee improve their performance (Nurse, 2005; Shehu, 2008). It is always important for managers and supervisors to get the best performance from their workforce in terms of levels of production and quality of output (Foot &

Hook, 2013). According to Dessler (2015), PA means evaluating employees' current and or past performance relative to their performance standards.

Performance appraisal when practiced effectively, to a larger extent can contribute to growth of an organization. According to Macmillan English Dictionary for Advanced Learners (2012), growth is an increase in the success of a business or a country's economy or in the amount of money invested in them. Any profit-making organization will seek to achieve growth in terms of sales, profit or expansion through performance. Performance appraisal is a systematic process that assesses an individual employee's job performance and productivity in relation to organisational objectives (Gadzedzo, 2012).

It is also known as a formal program in which employees are told the employer's expectations. Performance appraisals are used to support the decisions including promotions, terminations, training and merit pay increases (Shehu, 2008). It is an employer's way of telling employees what is expected of them in their jobs and how well they are meeting those expectations. According to Dessler (2015), performance appraisal means evaluating employees' current and or past performance relative to his or her performance standards. That is, employees will be assessed after a given period of time on what they have been able to achieve by a target set.

Performance appraisals play a key role in employee job performance, employee career development and the total productivity of the organisation. The terms production and productivity are often used interchangeably. However, there is difference between the two. Production refers to the total output of all employees at a point in time (Omusebe, Kimanichege & Musiega, 2014). Productivity refers to the output relative to the inputs per person or

system with reference to a point in time. Productivity is the efficiency with which output is produced by a given set of inputs (Lawrie, 2012). Productivity is generally measured by the ratio of output to input. An increase in the ratio indicates an increase in productivity. Conversely, a decrease in the output/input ratio indicates a decline in productivity (Omusebe, Kimanichege & Musiega, 2014).

In many organizations PA is used for the purpose of administering wages and salaries after feedback had been given to the worker. The appraisal also helps management to identify individual employee's strength and weakness. The latter will lead to training and other measures to correct inefficiencies. A performance appraisal system is a good instrument that can be used to improve the quality of an organization's work force performance of which it is considered as an important aspect in human resources management and as part of the control process in administration (Kavussi, 2009).

Therefore, an appraisal can be considered as an important factor in identifying the people's talents and capacities and its results can make them aware of advancements, plans and goals. An organization, itself, needs to detect the employees' efficiency to improve the manpower's status, for the purpose of increasing the volume of the production and services and making positive changes in its trend (Kavussi, 2009). According to Kavussi, an organization needs to detect the efficiency of their employees so as to improve their manpower's status for the purposes of increasing the volume of their production and services and also making positive changes in the organisation.

The role of performance appraisal has gone beyond a tool for assessing employees to one that is used to reinforce the desired behaviour and competent

performance of the employees. Performance appraisal is the single most powerful instrument for mobilizing employees in a sophisticated and well managed organization in order to achieve strategic goals (Singh, 2010). It is a universal phenomenon which serves as a basic element of effective work performance which is essential for the effective management and evaluation of staff. It aims at improving the organizational performance as well as individual development.

Performance appraisals usually have a positive and negative impact on employees. Employees who receive a good score on his/her appraisal are generally motivated to perform well and maintain his/her performance. Positive feedback on appraisal gives employee a feeling of worth and value especially when accompanied by salary increment. If a supervisor gives an employee a poor score on his/her appraisal, the employee may feel a loss of motivation in the workplace. This has an impact on the employee performance (Cook & Crossman, 2004).

Quite a number of challenges have been identified as confronting the effective and efficient practice of the performance appraisal system which includes the effect of reward and its turnout in commitment and loyalty of employees which triggers productivity within the organization (Erdogan, 2002; Fletcher, 2001; Coens & Jenkins, 2000; Broady-Preston & Steel, 2002; Cook & Crossman, 2004). Organizations fail in motivating their employees especially those that have performed well over a period of time leading to a negative attitude or response from employees (Gupta & Upadhyay, 2012).

A well designed performance appraisal system should develop criteria for successful performance, give performance feedback and enable a more

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equitable reward system. Performance criteria form the basis of evaluating the employees' performance and their contribution towards the organization goal. It consists of the desired outputs expected of employees. Performance criteria should be aligned with goals, relevant to given roles, specific and measurable, under employees control and understood and accepted by all employees (Dattner, 2010).

The predicament of African museums is familiar. The hundreds of government, private, and public institutions that dot the continent have fallen victim, over the years, to the same problems as Africa itself; political instability, lack of financial austerity, and an identity crisis brought on by the ravages of post-colonialism, urbanity, and modernization (Adedze, 2002). Many of these museums began as cabinets of curiosity for colonial administrators or were commissioned by local governments shortly after independence as sites for newly national identities (Jules-Rosette, 2002).

Many museums on the African continent have never changed their exhibitions, displays dating back three or four decades (Jules-Rosette, 2002), resulting in vitrine of structural displays portraying elements of local culture (Ravenhill, 2006). Majority of museum staff are unfamiliar with rapidly changing technologies and emerging solutions to common conservation problems affecting tropical regions of the world (Sen, 2004). These institutions are unpatronized, underutilized and underfunded (Ampofo, 2002). Countless museums in Africa are literally falling apart (Agorsah, 2006).

Like its counterparts across the African continent, the Ghana National Museum has been internally and externally described as outdated, neo-colonial in its presentation of culture, and problematic in its operations (Eyo, 1994;

Crinson, 2001; Kankpeyeng & DeCorse, 2004). This has led to five restructuring plans over the past ten years (GMMB, 1993; GMMB, 1996; Cooper, 1998; GMMB, 1998). Africanist scholars have often placed blame for such situations of stagnation and underdevelopment on "colonial legacy," or external forces (Ricerca, 2002).

The basic aim of every business organization is to achieve its objectives, goals or targets successfully. Goals set by Ghana Museums and Monuments Board (GMMB) will only be in vain if much attention is not paid to employees' effort or performance for successful accomplishment. In order to achieve set goals and objectives successfully, there is the need to focus on performance appraisal. Performance Appraisal should be linked to attractive incentive to employees, enabling workers to demonstrate higher productivity.

Problem Statement

Performance appraisal is a veritable tool for employee productivity. The essence of performance appraisal is to check the contribution made by every employee and to know how well they are going on with their task. Appraisal helps to identify the skilled and performing employee of an organization to increase their salary and other benefits that can make them satisfied on their job (Leigh, 2012).

In GMMB there are lot of problems associated with effective PA which include untrained supervisors/managers, lack of effective metrics, inconsistent rating of employees and unreliable reward systems. Agorsah (2006) indicated that most government institutions are burden with financial constraints that is why their performance appraisal systems are not working.

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Apart from these shortfalls, no known study has been conducted on the effects of PA on employee's productivity in GMMB. It is on these premises that the study sought to know the effect of PA on employee productivity at the GMMB.

Objectives of the Study

The research was generally to determine the effects of performance appraisal on employee productivity in GMMB. Specifically, the research sought to:

1. Identify the methods of performance appraisal used at GMMB.

2. Determine the influence of performance appraisals on productivity at GMMB.

3. Determine the challenges of performance appraisals in the GMMB

Research Questions

In order to address the specific objectives, the following questions were formulated to guide the study:

1. What are the methods of performance appraisal used at GMMB?

2. What influence does performance appraisal have on productivity in the GMMB?

3. What are the challenges faced in appraising employees at the GMMB?

Significance of the Study

The essence of any research is to address the void in our minds and add new knowledge to the existing ones. It is expected that the results of the study will help management of GMMB to take decisions on performance appraisal

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that will help improve employees' performance to enhance growth in the organization.

The study recommendations would also be significant to the human resource managers and supervisors in both public sectors in ensuring employees focus on their work to achieve organization's mission and vision. This study may also help to raise awareness among Policymakers, Ministry of Tourism, Arts and Culture about the challenges faced in appraising employees. A thorough understanding of the challenges to PA will inform policy makers in deciding how to address them, with the hope that they can be minimized, if not eliminated, entirely.

Delimitations of the Study

This study would have covered all staffs in Ghana who works at GMMB in Ghana, but due to limited time to write the dissertation and financial constraints, the study was limited to only the selected staff in Cape Coast and Accra. These variables or respondents were considered because; they dealt directly with the GMMB.

Limitation of the Study

The limitation of this study warrant discussion and suggest the need for caution when interpreting the results. The findings of this study could only be generalized within the sampled region, but could not generalize for all employees in GMMB because of the purposive sampling techniques used for selecting the staffs respectively. Choosing the sample to be the true representative of the target population requires special skills, lot of efforts as respondents may give wrong information which may affect

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the validity and reliability of the information given. The statistical tool used which involves the conversion of quantitative data for analysis may alter the validity of the information collected.

Definition of Terms

Performance appraisal: Refers to the process by which employees are evaluated on the task assigned them after a given time in order to find out their strengths and weaknesses.

Under-performing employees: Refer to those employees who perform below average or those employees who normally do not meet targets set for them.

Growth: This refers to general improvement of performance of an organization.

Appraisers: They are managers, superiors, or supervisors who have employees working directly under them.

Appraisees: They are employees or subordinates who are appraised.

Employee: There are group of persons who are employed and are paid monthly for the cause of their service rendered.

Advanced Learners Dictionary defines it as person who works for somebody or for a company in return for wages.

Productivity: The amount of output that is produced per unit of input; usually expressed in terms of output per unit of time

Organization of the Study

The study is organized into five different chapters. The first chapter talks about the background to the study, the statement of the problem, the research objectives and questions. The chapter also deals with the significance

of the study, the delimitations and limitations encountered in the study. The second chapter deals with the review of the related literature. The third chapter focuses on the research methodology that was used in the study. The fourth chapter dealt with the presentation and analysis of the data collected. The last chapter, which is chapter five, is on the summary of findings, the conclusions that were drawn and the recommendations thereof.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

This chapter addresses theoretical and conceptual issues as well as related literature of the study. The literature was reviewed on the Goal setting and Control theories, concepts of PA based on the objectives and research questions of the study. The chapter ends with a conceptual framework that will guide the discussion.

Theoretical Framework

Goal setting theory was adopted for this study. The theory was propounded by Locke and Latham. Goal setting theory (Locke & Latham, 1990) is based on the simplest of introspective observations, namely, that conscious human behavior is purposeful. It is regulated by the individual's goals. Goal directedness, however, characterizes the actions of all living organisms including those of plants. Thus the principle of goal-directed action is not restricted to conscious action.

The domain of goal setting theory lies within the domain of purposefully directed action. The theory focuses on the question of why some people perform better on work tasks than others. If they are equal in ability and knowledge, then the cause must be motivational. Goal setting theory approaches the issue of motivation from a first-level perspective; its emphasis is on an immediate level of explanation of individual differences in task performance (Ryan, 2000). The theory states that the simplest and most direct

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motivational explanation of why some people perform better than others is because they have different performance goals.

A goal is the aim of an action or task that a person consciously desires to achieve or obtain (Locke & Latham, 2002; Locke & Latham, 2006). Goal setting involves the conscious process of establishing levels of performance in order to obtain desirable outcomes. This goal setting theory simply states that the source of motivation is the desire and intention to reach a goal (PSU, 2015). If individuals or teams find that their current performance is not achieving desired goals, they typically become motivated to increase effort or change their strategy (Locke & Latham, 2006).

Locke and Latham stated that "the goal setting theory was based on the premise that much human action is purposeful, in that it is directed by conscious goals" (O'Neil & Drillings, 1994, p.14). The decision to set a goal results from dissatisfaction with current performance levels. Setting a goal should include setting a structure that directs actions and behaviors which improve the unsatisfactory performance (Mullins, 2012). Setting a goal will change a person's behavior in order to work towards achieving the set goal. Goal-setting theory predicts that people will channel effort toward accomplishing their goals, which will in turn affect performance (Locke & Latham, 1990).

Locke and Latham (2002) found a direct linear relationship between goal difficulty, level of performance, and effort involved. This relationship will stay positive, as long as the person is committed to the goal, has the requisite ability to attain it, and doesn't have conflicting goals (Locke & Latham, 2006). Locke and Latham's goal setting theory states that several

conditions are particularly important in successful goal achievement. These include goal acceptance and commitment, goal specificity, goal difficulty, and feedback (O'Neil & Drillings, 1994).

Lathan and Locke (1990) highlight four mechanisms that connect goals to performance outcomes. First, goals direct attention to priorities that is when specific goals are set for workers it drives their attention to priorities of achieving the goals. Second, they stimulate effort, in other words when sets goals are attached to specific reward system it stimulates workers to work better and effectively. Third, they challenge people to bring their knowledge and skills to bear to increase their chances of success. Fourth, the more challenging the goal, the more people will draw on their full repertoire of skills.

Performance appraisal by nature requires that there is the need for goal setting and expectation of results. Goal setting theory claims that people work better when they have clear realizable and significant goals and argues that people will put more energy, effort, enthusiasm, and excitement among others onto their work if they believe their effort will result in achievements that will help fulfill personal needs (Marbey & Salaman, 2015).

Control Theory

The control theory was propounded by Wiener (1948) for the study of mechanical processes. Control theory helps in sustaining the performance management system by defining forms of control between the organization and the systems within. According to control theory, actions of all systems

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should be in sync with the overall goals and objectives of an organization (Barrows & Neely, 2012).

Initially this theory was applied to physical systems; however, it can also be applied to human behaviour. This theory connects multiple disciplines such as anthropology, biology, electrical engineering, mathematics, neurophysiology, and psychology. It is able to link these fields together by describing how separate systems are able to function as a whole. Control Theory breaks down each system into specific pieces and studies the relationships and connections between them. In order for the control theory to be applicable to humans, it is necessary to show that there are direct similarities between both the concepts associated with machines and the concepts which we can associate with humans (PSUWC, 2016).

By assuming that human beings and society as a whole are systems, control theory allows you to break these systems down into their smaller components. The relationship between those components can be understood as individual pieces, but also in relation to one another and as an entire system (Dattner, 2010). People behave according to their basic needs, and when the needs of an employee align with organizational demands/standards, the desired behavior is achieved (Luria, 2008).

There are multiple applications of control theory at the workplace. In order to increase the performance of employees, managers must assign specific and challenging goals to employees that will upgrade their performance (PSU, 2015). However, organisations should avoid the ambiguous goals which do not have the specific standards and direct feedback

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(Campion & Lord, 2002). This is because without clear feedback and proper standards, employees will not be able to rectify their errors.

On the other hand regular supervision by the supervisors on the subordinates in the workplace can be analyzed with the control system (Carver & Scheier, 2011). Similarly, managers can use control theory in management program to facilitate continuous flow of feedback between managers and employees in an organization to track and evaluate achievements as a team (Dechev, 2014). So organisations can apply control theory in the areas where there are evaluation of performances, team meetings and check-ins. In case of human resource management, all three types of control system which are behaviour control, output control and input control can be utilized to analyze behaviour and performance of an employee (Shell, 2012).

Without a specific standard and clear feedback, an employee will not be able to recognize errors and then will not engage in behaviour changes that improve performance (Shell, 2012). Theoretical statements by Lord and Hanges (2007) and Carver and Scheier (2011) suggest that supervision in the workplace can be analyzed as a control system made up of supervisors and subordinates.

Control theory emphasizes that people continually seek feedback (PSU, 2015). Workplace applications of control theory also arise when focusing on other control mechanisms that may factor into the "system" such as social control, social climate, and cultural changes. Control theory has also been used in human resource management where they use behaviour control, output controls, and input controls to affect behaviour and work performance (Hanges, 2007).

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According to Shell (2012), a major benefit with output control provides for lower level consideration, but it still affords encouragement and obligation which enhance the employer. Further, it also allows lower level employee's the ability to change their behaviour and engage in the occasion, and bypass any hazards which may come up. The relevance of this theory to the research study is that it explains the importance of feedback on worker's performance and also centres on feedback as a determinant of behaviour. Again, this theory also relates to the role of feedback on employee's performance when people receive feedback on their behaviour. Thus, feedback mechanism is essential in performance management.

Performance Management

The study of performance management has been popular within human resource management study. An attempt to define performance, as deploying and managing the components of the causal model that lead to the timely attainment of stated objectives within constraints specific to the firm and to the situation (Lebas, 2005). At an organizational level of analysis, it is assumed that an organization that is performing well is one that is successfully attaining its objectives; in other words, one that is effectively implementing an appropriate strategy (Otley, 2009).

According to Otley (2009, p. 365), a general performance management considers these issues: What are the key objectives that are central to the organization's overall future success, and how does it go about evaluating its achievement for each of these objectives? What strategies and plans has the organization adopted and what are the processes and activities that it has

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decided will be required for it to successfully implement these? How does it assess and measure the performance of these activities? What level of performance does the organization need to achieve in each of the areas defined in the above two questions) and how does it go about setting appropriate performance targets for them? What rewards will managers (and other employees) gain by achieving these performance targets (or, conversely, what penalties will they suffer by failing to achieve them)? What are the information flows (feedback and feed-forward loops) that are necessary to enable the organization to learn from its experience) and to adapt its current behavior in the light of that experience? (Otley, 2009, p. 366).

According to Fletcher (2001), who gave a completed and comprehensive human resource related performance management definition which is an approach to creating a shared vision of the purpose and aims of the organization, helping each individual employee understand and recognize their part in contributing to them, and in so doing manage and enhance the performance of both the individual and the organization. Similarly, performance management is a management process for ensuring employees is focusing on their work efforts in ways that contribute to achieving the organization's mission.

Armstrong and Murlis (2013) defined performance management as a means of getting better results from the whole organization by understanding and managing within an agreed framework, performance of planned goals, standards and competence requirements. Performance management is a process of designing and executing motivational strategies, interventions and drivers with on objective to transform the raw potential of human resource into

performance (Robbins, 2000). All human beings possess potential within themselves in a few or more functional areas.

However, utilization and conversion of this potential into deliverable performances is often sub optimal due to a variety of reasons. Performance management acts as an agent in converting the potential into performance by removing the intermediate barriers as well as motivating the human resource (Kandula, 2006). Comprehensively, Bacal (2009) defines performance management as an ongoing communication process, undertaken in partnership, between an employee and his or her immediate supervisor that involves establishing clear expectations and understanding about: the essential job functions employees are expected to do; how the employee's job contributes to the goals of the organization; what doing the work well means in concrete terms; how employee and supervisor will work together to sustain, improve, or build on existing employee performance; how performance management will be measured, and identifying barriers to performance and removing them (Armstrong & Murlis 2013).

The similarities of general performance management and human resource related performance management are the goal setting, planning, evaluation, feedback and rewarding activities (Cunneen, 2006). However, the human resource related performance management focusses on the management of employee or managers, then motivating employees and managers. Moreover, general performance management was defined more widely than human resource related performance management (Blau, 2009). It considers the definition of goals and the measurement of goal attainment not just financially but in terms of meeting all stakeholder aspirations.

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Human resource performance management aims at developing potential capabilities of human resource. The performance management must be in line with the company's long-term policies (Kandula, 2006). Performance management involves managing employee efforts, based on measured performance outcomes. Therefore, determining what constitutes good performance and how the different aspects of high performance can be measured is critical to the design of an effective performance management process (Cunneen, 2006). And performance management effectiveness increases when there is ongoing feedback, behavior-based measures are used and preset goals and trained raters are employed (Lawrie, 2012).

Performance Management System

There are various models of performance management. Each model has its importance as a system for managing organizational performance, managing employee performance, and for integrating the management of organizational and employee performance. Performance management involves multiple levels of analysis, and is clearly linked to the topics studied in strategic human resource management (HRM) as well as performance appraisal (Lillian, Mathooko & Sitati, 2012). Different terms refer to performance management initiatives in organizations, for example, performance-based budgeting, pay-for-performance, planning, programming and budgeting, and management by objectives (Heinrich, 2002; Rudman, 2003).

Developing a performance management system is essential for an organization. Developing a performance management system, according to

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Lillian et al., (2012), is classified into a development, planning, managing, reviewing and rewarding phase. Macky and Johnson (2000) suggested that a typical performance management system would include: how the organization communicates its mission/strategies to its employees; the setting of individual performance targets to meet the employees' individual team and ultimately the organization's mission/strategies; the regular appraisal of these individuals against the agreed set targets; use of the results for identification of development and/or for administrative decisions; and the continual review of the performance management system to ensure it continues to contribute to the organizational performance, ideally through consultations with employees.

Fletcher (2001) suggested that the main building blocks of a performance management system approach include: development of the organization's mission and objectives; enhancing communication within the organization so that employees are not only aware of the objectives and the business plan, but can contribute to their formulation; clarifying individual responsibilities and accountabilities; defining and measuring individual performance; implementing appropriate reward strategies, and developing staff to improve performance, and their career progression further in the future.

One of the components of performance management used to define and measure individual performance is performance appraisal.

Concepts of Performance Appraisal

Performance appraisal has many definitions. Performance appraisal has been defined as the process of identifying, evaluating and developing the work

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performance of employees in the organization, so that the organizational goals and objectives are more effectively achieved (Robbins, 2000; Cunneen, 2006). Robbins further argued that at the same time this benefits employees in terms of recognition, receiving feedback, catering for work needs and offering career guidance. This is done to know the weakness or challenges of employees so that managers will know to address them. Performance appraisal when done well, allow employees to be satisfied and feel as part of the organization system.

Carrol and Scheider (2012) described performance appraisal as "the process of identifying, observing, measuring, and developing human performance in organization" (p. 23). This definition is very important, because it comprises all important components needed for the well-performed appraisal process. Identification criteria orientate the appraisal process to the determination of what has to be examined, performance related criteria and not so much performance irrelevant characteristics. This is achieved with the support of all staff.

Denhardt (2011) defines performance appraisal as a specific evaluation with respect to an individual's progress in completing specified tasks. Devries (2011) defines performance appraisal as a process by which an organization measures and evaluates an individual employee's behaviour and accomplishments for a finite period. Moulder (2011) states that performance appraisals are valued for defining expectations and measuring the extent to which expectations are met. She goes on to state that appraisals can make clear to employees where they are having success and where they need to improve performance. Moulder indicates that appraisals are useful in setting goals and

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in fostering improved communications among work groups and between employees and supervisors. Every organization or institution has expectations or goals, the concept of performance appraisal will help them to achieve their target.

Performance appraisal sounds simple but researches show that it is commonly used in performance feedback and identify individual employee's strengths and weaknesses (Ruddin, 2005). The use of performance appraisal system by business, organizations and industry has been counted between 74 to 89 percent (Murphy & Cleveland, 2011). Performance appraisal systems are used for different purposes including human resource decisions, evaluation and feedback (Cleveland, Murphy & Williams, 2009). It is up to each organization or institution to use the one that will help them achieve their goal and aim based on their needs.

Hodgetts and Kroeck (2012) hold the view that performance appraisal is the systematic observation, evaluation and description of work-related behaviour. By this, an employee is observed from time to time by critically considering what knowledge, ability and skills he uses to accomplish the task (Fletcher & Williams, 2015; Mullins, 2012). These help managers to see to the needs of each person by observing and evaluating each staff. Though, this is not easy, but an effective performance appraisal concept will help to achieve this. Support is needed by each person in the establishment to be able to do this.

According to Foot and Hook (2013), performance appraisal regularly records an assessment of an employee's performance, potential and developmental needs. This also means that appraisal is an opportunity to take

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an overall view of work contents, loads and volumes, to look back on what has been achieved during the reporting period and agreed objectives for the next period. This definition clearly shows that in appraising employee performance the employee does get feedback about his or her past performance. In addition, there is the opportunity to assess various aspects of an employee's work performance by looking back at how they have performed in the past and then by looking forward to agree on future objectives or workload.

Fletcher and Williams (2015), also argue that the assessment of people is not the only thing that is done when a person's work performance is appraised. The authors note that, there are two conflicting roles involved in appraisal - those of judge and helper. The writers hold the view that when appraising employees, it should be done in an objective manner rather than subjective. Furthermore, there is the need to provide developmental opportunities to help employees to improve aspects of their performance that seem deficient, which will in turn help them to assess their own development needs.

Performance appraisal is a systematic, periodic and impartial rating of employee's excellence in matters pertaining to his present job and to his potentialities for a better job (Flippo, 2015). Performance appraisal should be conducted periodically to evaluate an employee's performance measured against the job's stated or presumed requirements (Foot & Hook, 2015). It is important that members of the organization know exactly what is expected of them, and the yardsticks by which their performance and results will be measured. Mullins (2012) substantiated the necessity of an effective appraisal scheme by saying that it can identify an individual's strengths and weaknesses

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and indicate how such strengths may best be utilized and weaknesses overcome.

The appraisal system should be formalized especially in supporting decisions on salary and wage increases, transfers, promotions and dismissals, as well as communicating information to appraise through a review of their progress. Results of performance appraisal are used to discuss performance and progress of personnel in relation to goals (McClelland, 2007; Moulder, 2011). Performance strengths are recognized and weaknesses identified so that individual action plans can be developed to make the necessary corrections.

Performance appraisal involves evaluation of employee performance that acts as evaluation (Foot & Hook, 2013; Joison, 2001). Two possible explanations for this is the absence of rewards for properly completed process. Blau (2009) suggests that performance appraisals can contribute to job dissatisfaction and to the development of negative employee attitudes toward their company thus lowering productivity.

According to Dessler (2015), performance appraisal means evaluating employees' current and or past performance relative to his or her performance standards. That is employees will be assessed after a given period of time what they have been able to achieve by a target set. This will also help supervisors to know how well their subordinates are performing on their jobs.

Performance appraisal has been criticized by people because the approach is like bureaucratic and top- down under the control of human resource managers. It was often backward looking, concentrating on what had gone wrong, rather than looking forward to future development needs. Performance appraisal schemes existed in isolation. There was little or no link

between them and the needs of the business. Line managers have frequently rejected performance appraisal schemes as being time consuming and irrelevant. Employees have resented the superficial nature with which appraisals have been conducted by managers who lack the skills required, tend to be biased and are simply going through the motions. As Armstrong and Murlis (2013) assert, performance appraisal too often degenerated into 'a dishonest annual ritual'.

In many appraisal schemes, staff receives an annual appraisal and for many organizations this may be sufficient. However, the frequency of appraisal should be related to the nature of the organization, the purpose and objectives of the scheme and characteristics of the staff employed (Mullins, 2012; Ishaq, 2009).

The study adopted Hodgetts and Kroe (2012) definition of performance appraisal concept that regularly do evaluate staffs to know their needs and satisfaction level. The process of identifying, observing, measuring the human performance of employees in GMMB will be improved.

Purposes of Performance Appraisal

Macey, Schneider, Barbera and Young (2009) acclaimed that through personnel research, appraisal of employees should be to discover the weakness of their employee, or why the target productivity levels is not being met. The information is thus used to plan future developmental programme such as employee training, possession of better equipment or motivating their workers by providing appropriate leadership style (Mone & London, 2010; Terry & Franklin, 2013).

One of the purposes of performance appraisal is to determine the right reward packages, determine the right training, promotion packages and to give immediate feedbacks to employees.

Reward

The use of reward has been an essential factor in any company's ability to meet its goals. In every establishment or organization, especially in the public sectors, it becomes imperative to have the goal and objectives clearly stated meaning that employer has to give detailed description of each person's role (Schraeder, Becton and Portis, 2007), communicate that role to them in a concise manner (Mone and London, 2010), and adequately reward or correct their performance (Macey, Schneider, Barbera & Young, 2009). If a company is just developing its appraisal system without a baseline performance to reward accordingly, there is likely to be problems from the side of the employee which will in turn affect the goal of the organization in general. Appraisals are often developed mostly in the public sectors to reward or recognize employee(s) for a job well done (Blau, 2009). This kind of motivation for high performers also serves as a challenge for the low performers.

Training

Appraisals are done in order to pinpoint the category and level of employees that are low performers. Training comes in when some employees are found to be deficient in the performance of their duties (Erdogan, 2002). This training will then serve as a means to allow such employees to acquire and obtain more and specific skills, capacities, knowledge, information and

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talents that will be needful in his/her succeeding task. However, both managers and employees of high performance should be continually trained as to be able to provide objective input.

Some studies (Keeping & Levy, 2000; Brown & Benson, 2003; Blau, 2009) indicated that employees are often satisfied with jobs only when it affords them the opportunity to apply their skills and abilities, freedom, as well as adequate training and seminars which creates avenues for their enhancement and self-development (Muchinsky, 2006). In Nigerian public sectors, employees are given feedback on their level of performance with a realistic period and support in improving their performance through adequate training and developmental programmes.

Promotion

It has been a culture in Nigeria public sectors that when appraisals are done, they are often linked with bonuses and not to promotion. Also, it was also observed that appraisal system in the Nigeria public sectors does not always ensure that high performer employees are treated fairly with regard to both the appraisal and resulting promotions. In developing an appraisal system for organizations, management needs to think through pay increases and promotions (Moulder, 2011).

Numerous studies like Cook and Crossman (2004); Caruth and Humphreys (2008); Prowse and Prowse (2009); Macey, Schneider, Barbera and Young (2009) pointed that employees get motivated to work when they get frequent promotions after appraisal system in their work place. While some also argued that that factor such as promotion, training and career

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development, and appreciation and improved work place environment gives employees greater opportunities and this will either directly or indirectly influence their satisfaction on the job. When high performances are recorded for employees, it must be supported with a basis for pay increases and promotions (Joison, 2001).

However, when developing an appraisal system, the management of the public sectors needs to consider the connection between the appraisal and pay increases or promotions (Ruddins, 2005). While performance feedback for development/improvement purposes may be given verbally, a written summary of the individual's work performance must accompany a pay increase or promotion (or demotion or termination). It is crucial, therefore, that a manager or small business owner regularly documents an employee's job performance (McClelland, 2007).

Feedback

An employee performance appraisal serves as a means for management to evaluate and provides feedback on employee job performance, including steps to improve on their deficiencies as needed. The study of Roberson and Stewart (2006) and Schraeder, Becton and Portis (2007) have indicated that the feedback mechanism serves as a means of identifying their strengths and weaknesses. Some adduced that to improve the performance of an individual worker, it becomes important to first identify his area of improvement and weaknesses through feedback and assistance which assures the employee's involvement, improvement and commitment to improving his

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or her performance (Macey, Schneider, Barbera, & Young, 2009; Mone & London, 2010).

For every survival of organizational business, management needs to continually inform workers of their worth, values, strength, recognized them for a job well done and set a record of open minded and fair-minded feedback. This record of feedback in appraisal can be provided verbally but in many cases, legal experts counsel employers to maintain written records in order to provide themselves with greater legal protections (Ishaq, 2009; Murphy & Cleveland, 2011).

Demotion, Termination, Redeployment, Transfer and Retrenchment

A sound performance appraisal mechanism must be directed towards the achievement of every organizational goal (Caruth & Humphreys, 2008). Performance appraisal in public sectors brings uniformity in evaluation process so treat employees with the capabilities could secure the same rating. In the same vein, it provides information for controlling and carrying out important manpower planning subsystems (Gupta & Upadhyay, 2012) like training, demotion, pay increases, termination of employment, redeployment, retrenchment, promotion, etc.

Keeping and Levy (2000) asserted that this aspect could help in tackling problems emanating from instant decisions or judgment if advance information is available as a result of performance appraisal outcome. Invariably, the waywardness of an individual in the organization could be contained or removed by helping him or her through performance appraisal to adjust or shoved out. However, improving the performance of every employee

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and employer should be among the highest priorities of contemporary"
organizations (Bohlander & Snell, 2004).

Methods of Performance Appraisals

This section however talks about specific ways in which management
uses various widespread methods in performance appraisal programme in
order to achieve goals of the organization. The performance appraisal method
applied should be valid. There must be a clear link between the performance
standard for a particular job and an organization's goals and this should be
measured accurately by the method. Appraisers should be thoroughly trained
in purpose and utilization of the performance appraisal system (Smriti, 2014).

The performance appraisal method applied must be sensitive in
distinguishing effective performers from ineffective performers or the
performance appraisal method should be reliable in that different raters using
the same method will rate the same employee similarly. The performance
appraisal method should be easily understood by both raters and the
employees (Fletcher, 2001).

There are a number of methods that are used to evaluate employee's
performance. It may be evaluated on the basis of traits and attributes as well as
on the basis of work or results and objectives achieved (Sen, 2004). Thus,
performance may be measured in terms of standards of employee traits and
general behaviour on the job or in terms of results and goals. According to
Hodgetts and Kroeck (2012), appraisal methods can be classified as follows:

1. Individual appraisal, group appraisal and other methods

2. Traditional and modern methods

Bohlander and Snell (2004) report that, performance appraisal methods can be broadly classified as:

1. Measuring (mixed-standard scale, forced-choice method, essay method), and

2. Behaviour (behavioural checklist, behaviourally anchored rating scale-BARS) and results.

On the other hand, De Cenzo and Robbins (2006) have grouped appraisal methods under the following headings:

1. Absolute standard (essay method, the critical incident method, narrative method forced-choice method, behaviourally anchored rating scale-BARS),

2. Relative standards (group order ranking, individual ranking, and paired comparison) and

3. Management by Objectives.

Absolute Standard

In graphic rating scale method each trait or characteristic to be rated is represented by a scale on which a rater indicates the degree to which an employee possesses that trait or characteristic. In graphic rating scale method subjectivity bias is reduced somewhat the dimension on the scale and scale points are defined as precisely as possible (Bohlander & Snell, 2004).

Critical Incident Method

The critical incident method is one of the methods organizations use to appraise its employees. According to Bohlander and Snell (2004), critical

incident occurs when employee behaviour results in unusual success or unusual failure on some part of the job. Hodgetts and Kroeck (2012) and De Cenzo and Robbins (2006), explained that critical incident technique involves documentation of instances of employee performance in which particularly effective or ineffective behaviour is observed. Considering the explanation given by both writers they all emphasize on the fact that good or bad aspect of behaviour is observed which are documented.

Bohlander and Snell indicated that one advantage of the critical incident method is that it covers the entire appraisal period therefore guard against recency error. Critical incident technique has value since documentation of specific employee behavior is an integral part of performance appraisal (Hodgetts & Kroeck, 2012). De Cenzo and Robbins (2006) and Leigh (2012) however indicated that some drawbacks are basically that: Appraisers are required to regularly write these incidents down and doing this on a daily or weekly basis for all subordinates is time-consuming and burdensome for managers and Critical incidents suffer from the same comparison problem found in essays mainly; they do not lend themselves to quantification.

Essay-method

In essay method, Bohlander and Snell (2004) indicated that unlike rating scale, which provides a structure form of appraisal, the essay method requires the appraiser to compose a statement that best describes the employee being appraised. In this method, the appraiser describes the employee's strengths and weaknesses and makes recommendations for development (De

Cenzo & Robbins, 2006; McClelland, 2007). The method also provides an excellent opportunity to print out the unique characteristics of the employee being appraised.

This method however, has some limitations such as time consuming task, also the quality of the performance appraisal may be influenced by that supervisor's writing skills and composition style. Dessler (2015), on the other pointed out that essay method aids the employee in understanding where his or her performance was good or bad and how to improve that performance.

Narrative Method

The essay method is an affordable and effective way of appraising employees, especially in startups. This method involves writing a detailed descriptive essay of the performance by the employee's direct supervisor or manager (Cascio, 2012). The essay concentrates on describing the various strengths, weaknesses, attitude and behaviour of the individual towards job duties. This method is less structured and thus gives the appraiser an opportunity to explore and describe niche qualities or shortcomings of the employee that need to be worked on (Ali & Opatha, 2008). It is far less complicated to execute compared to the other methods, only if biases could be kept at bay.

Behaviourally Anchored Rating Scale

This method combines the benefits of narratives, critical incidents and quantified scales by anchoring a rating scale with specific behavioural example of good or poor performance (Mullins, 2012). Bohlander and Snell (2004) indicated that behaviourally anchored rating scale (BARS) is typically

developed by a committee that includes both subordinates and managers. The committee's responsibility is to identify important characteristics of job. This in effect points to the fact that when subordinates and managers are involved in developing (BARS) it helps for the appraisal programme to be successful thereby contributing to achieving corporate mission (Debrah, 2004; Flippo, 2015).

The proponents of this method say that it provides better, more equitable appraisals than other techniques. However the main disadvantage of (BARS) is that it requires considerable time and effort to develop. In addition, because the scales are specific to particular jobs, a scale designed for one job may not apply to another. Organizations need to consider their goals, employee's, and the nature of job, advantages and disadvantages of the techniques before adopting it.

Behavioral Checklist Method

As indicated by Bohlander and Snell (2004) and De Cenzon and Robbins (2006), the behavior checklist method consists of having the rater check those statements on a list that the rater believes are characteristics of the employee's performance or behaviour. Cascio (2012) also explains that the rater is provided with a series of statements that describe job- related behaviour. From the explanation given, the three writers share similar view on the behavioral checklist method. Cascio (2012) however, points out that descriptive rating are likely to be more reliable than evaluative (good-bad) ratings. In choosing a particular method therefore it is important for organizations to consider it policy goals and its employees.

Mixed Standard Scale

According to Bohlander and Snell (2004) this method is the modification of the basic rating-scale method. He indicated that instead of evaluating traits according to a single scale, the rater is given three specific descriptions of each trait. The purpose of this is to reflect three levels of performance: superior, average and inferior. After the three descriptions for each trait written, they are accordingly sequenced to form the mixed standard scale. The advantage of the mixed-standard scale method is that the rater does not deal with numbers. Consequently, some of the most common errors associated with rating are overcome. Additionally, analysis of rater response patterns can identify raters whose use of the scales is haphazard. A drawback of mixed-standard scales is that scale values are not known. Consequently developmental information is lost.

Forced - Choice Method

This method requires the rater to choose from statements, often in pairs, that appear equally favourable or equally unfavourable. The purpose of the statement is to distinguish between successful and unsuccessful performance. The forced - choice method is not without limitations of which the primary one being the cost of establishing and maintaining its validity (Ali & Opatha, 2008).

Results Method

According to Bohlander and Snell (2004), instead of looking at traits of employees and the behaviours they exhibit on the job, many organizations evaluate employee accomplishments; the result they achieve through their

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work. Advocates of result approach argue that they are more objective and empowering for employees (Heneman, 2011). Results appraisals often give employee responsibility for their outcomes while given them discretion over the methods they use to accomplish them. This is empowerment in action. Advocates hold the view that there are a number of result measures available to evaluate performance (Cunneen, 2006).

For instance sales people are evaluated on the basis of their sales volume, production workers are evaluated on the basis of the units they produce and perhaps the scrap rate or number of defects detected (Heneman, 2011). All of these measures are directly link to what employee accomplished and results which benefit the organization.

Some of the problems associated with results approach are; results appraisal may be contaminated by external factors that employee cannot influence, sale representatives who have extremely bad markets or production employee who cannot get the materials will not be able to perform up to their abilities.

Management by Objective (MBO)

Management by objectives is designed to overcome certain of the inherent problems in the already mentioned technique of performance appraisal (Bhatti, 2007). It is built on the assumption that individuals can be responsible, can exercise self-direction and do not required external controls and threats of punishment to motivate them to work towards their objectives. This, from a motivational point of view, would be representative of Douglas McGregor's Theory 'Y'. According to Heneman (2011), a system of

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management by Objectives might allow for staff accepting greater responsibility and for making a higher level of personal contribution. He further argued that participation is inherent if management by objectives is to work well, and there is an assumption that majority of people would direct and control themselves willingly if they are involved in the setting of their objectives.

Errors in Rating Performance Appraisal

There are many possible sources of error in the performance appraisal process. One of the major sources is mistake made by the rater. Although completely elimination of these errors is impossible, making raters aware of them through training is helpful (Mathis, 2004). Many writers who hold similar view have written on the possible factors that can distort the effectiveness of performance appraisal. De Denzo and Robbins (2006) have identified some of these factors as leniency error, halo error effect, low appraiser motivation, similarity error, central tendency, inflationary pressures, recency error, management attitude, lack of competencies, resistance.

Leniency error: According to Shwabs (2002), every evaluator has his or her own value system that acts as a standard against which appraisal are made. It is therefore possible that evaluators are influenced by this system thereby not doing the right assessment (Bohlander & Snell, 2004). In a situation where two employees are performing the same job for different evaluators at the end of the day may have different ratings as a result of differences in their value system used.

Halo error effect: This is the tendency to let an assessment of an individual on one trait influence the evaluation of that person on other specific traits (Bohlander & Snell, 2004). Such situation affects the significance of the appraisal programme in the organization.

Central tendency: It is possible that regardless of who the appraiser evaluates and what traits are used, the pattern of evaluation remains the same. It is also possible that the evaluator's ability to appraise objectively and accurately has been impeded by a failure to use the extremes of the scale. Central tendency is the reluctance to make extreme ratings in either direction; the inability to distinguish between and among rates; a form of range restriction (De Cenzo & Robbins, 2006). Hodgetts (2012) suggested that one way of overcoming this problem is to use a paired comparison evaluation or an MBO approach, in which results are quantified or described in such terms that the manager is required to give each person a more precise rating.

Recency of events error: Recency error occurs when raters fail to consider performance across the entire rating period (Wolf, 2005). In such situation, the rater recalls only recent performance and bases ratings on the latest behaviours observed. The recency error results from the lack of a systematic, ongoing observation- appraisal process (Fletcher, 2001). This situation is where the appraiser's personal characteristics such as age, race and sex can affect their ratings. Often quite apart from each rate's actual performance studies suggest that rate's idiosyncratic biases account for the largest percentage of the observed variances in performance ratings.

Challenges Faced in Appraising Employees

Low appraiser motivation: This situation occurs if the evaluator knows that a poor appraisal could significantly hurt the employee's future, particularly opportunities for promotion or a salary increase, the evaluator may be reluctant to give a realistic appraisal (Cascio, 2012). There is evidence that it is more difficult to obtain an accurate appraisal when important rewards depend on the results (Bohlander & Snell, 2004). Such situation can make appraisal fail.

Similarity error: When evaluators rate other people in the same way that the evaluators perceive themselves, they are making a similarity error (Hodgetts & Kroeck, 2012). Based on the perception that evaluators have of themselves, they project those perceptions onto others. Such situation gives advantage to some employees and others are being disadvantage.

Inflationary pressures: Inflationary pressures have always existed but appear to have increased as a problem over the past three decades. As "equality" values have grown in importance in our society, as well as fear of retribution from disgruntled employees who fail to achieve excellent appraisals, there has been a tendency for evaluation to be less rigorous and negative repercussions from the evaluation reduced by generally inflating or upgrading appraisals (Bohlander & Snell, 2004).

Management attitude: If management is committed to performance appraisal it will work. However, if managers see performance appraisal as something imposed on them by the human resource department, the process will lack the genuine support of senior management and will simply become a cosmetic process to be treated with indifference (Bohlander & Snell, 2004; Blau, 2009).

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Management commitment is therefore vital to an effective performance programme.

Lack of competencies: Top management should go for careful selection of raters, managers and supervisors who are going to evaluate the performance of employees. Management should decide in advance the knowledge, skills and expertise required for this purpose. They should be well experienced and trained persons on the job. But generally very less number of persons possesses these competencies. A lot of difficulties are faced in finding out such persons (Fletcher, 2001).

Resistance: When on the basis of performance appraisal the management takes the corrective action then it is opposed by trade unions and employees. Strong opposition is faced in the organization. The management should create awareness of employees regarding the appraisal process and its objectives (Bohlander & Snell, 2004). The performance standards expected from them be clearly agreed and communicated. Through proper communication the clarity should be maintained (Gust & Marquez, 2014; Bhatti, 2007). If not done so the opposition is likely to take place.

Concepts of Productivity

In Bhatti (2007) and Qureshi's (2007) perspectives, productivity is a performance measure encompassing both efficiency and effectiveness. Labor productivity means the output of workers per unit of time which is a commonly used and straightforward measure of productivity (Cunneen, 2006). The growth rate of labor productivity is approximately equal to the difference

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between the growth rate of output and the growth rate of the number of hours worked in the economy (Gust & Marquez, 2014).

High performing, effective organizations have a culture that encourages employee involvement (Dessler, 2015). Therefore, employees are more willing to get involved in decision-making, goal setting or problem solving activities, which subsequently result in higher employee performance. Moreover, labor productivity also could have an impact by implementing continuing information technology innovations which has the potential of changing the competitive game for many organizations (Mukhopadhyay, Javier & Mangal, 2014). If employee output is produced by two factors, labor and capital, then the growth of labor productivity depends upon the rate of 'capital deepens' and the growth of 'multifactor productivity (Gust & Marquez, 2014).

Capital deepening refers to a rise in the ratio of capital to labor, that is, an increase in the amount of capital which includes machines, structures, and infrastructure (Gust & Marquez, 2014). For a given level of technology, capital deepening raises workers' ability to produce more output with the same level of effort. Increases in multifactor productivity may reflect advances in technology, but they may also reflect any other developments that result in greater efficiency, such as reorganization of tasks in a firm or improvements in distribution channels used to deliver goods and services (Heneman, 2011; Blau, 2009).

By this study, high productivity is achieved when the performance appraisal used to evaluate them helps to work hard. On the other hand, low

productivity occurs when the performance appraisal used to evaluate them discourage them from working hard.

Empirical Studies on Performance Appraisals on Productivity

Wellins, Bernthal and Phelps (2006) suggest that performance appraisal enables the right employees to be placed in the right jobs, exceptional leadership and organizational systems and strategies are the key drivers of employee engagement. An organization drives engagement by leveraging three sources of influence for change that includes the employees, leaders and organizational systems and strategies. Such systems foster employee engagements through hiring, promotion, performance management, recognition, compensation, training and career development.

When employees are managed with progressive performance appraisal they become more committed to their organization. At least in part, this commitment leads them to exhibit proper role behaviour (and thus lower workers' compensation costs, higher quality and higher productivity). These operational performance outcomes result in lower overall operating expenses and higher profitability (Blau, 2009). Another important dimension of performance appraisal on employee engagement is closely related to business results. When the working environment is positive employees have a drive to do their best and the organization experiences higher level of productivity and profitability (Jackson & Schuller, 2012).

Satisfied employees are positive and behave friendly to customers, which usually brings higher profits. Organizations with engaged employees have more satisfied customers because employees are also improving other

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factors, such as customer satisfaction, responsiveness, product quality, innovation. In the end, performance appraisal as a drive for employees' engagement results into higher and faster revenue growth (Erdogan, 2012; Heneman, 2011).

Caruth and Humphreys (2008) viewed performance management as a very critical approach that allows an employee to know what is expected out of and what the performance parameters are (Chiang & Birtch, 2010). Job satisfaction and labour productivity go hand in hand with each other and cannot be substituted for the other. Numerous studies like Hartog, Boselie and Paaiwe (2004); Keeping and Levy (2000); Lawler (2003); Mone and London (2010); Roberson and Stewart (2006); Schraeder and Portis (2007) affirmed that high level of labour productivity will be achieved if a worker or employee feels satisfied with his job and does not have any feeling of being exploited by employees.

Managers can only satisfy employees on a job if they give employees what they deserve for their performance (Macey, Schneider, Barbera & Young, 2009) without making an attempt to exploit employees and pay them lower than expected. In spite of the attention and resources paid to the practice, it continues to generate extreme dissatisfaction among employees and employers alike and is often viewed as inaccurate, unfair, and political (Macey et al., 2009; Kent, 2001; Rao, 2004). If the evaluation process makes the employee feel insecure or discouraged this singular feeling may scatter the whole evaluation process between the rater and ratee.

Feedback should be given to rates on their overall progress within the organization (Caruth & Humphreys, 2008). Such feedbacks should not be delayed but should be timely and specific. It is part of the rights of employees to know how they are progressing within the organization in carrying out their duties, tasks and responsibilities (Gupta & Upadhyay, 2012) and gets feedback in return which should not just be on a yearly basis but also as frequent, timely as possible. Feedbacks should be provided on a continuous basis- daily, weekly or monthly reviews (Lee, 2005). Feedbacks leave room for improved competitive positioning (Roberson & Stewart, 2006). If it is done, there is the high possibility of this feedback raising an inner drive within the employee and motivating him to do more or increase his level of commitment to the organization which in turn will lead to an improved and better competitive positioning for an organization.

It was observed from the study of Stone, Romero & Lukaszewski, (2006) that the absence of giving feedback to staff generate job dissatisfaction among employees as they see the system as ineffective and unfair. Success of an organization largely depends on how efficiently employees perform their jobs (Heneman, 2011; Shwabs, 2002). Employee performance appraisal monitors how far and how well employees perform their jobs. Performance appraisal identifies measures and develops job performance of employees in an organization and therefore is a planning and control technique of employee performance (Heneman, 2011). Employee performance appraisal drives employees in a firm to produce excellent standards of performance and even beyond the expectations.

Performance appraisal mechanisms will help to identify areas of strong performance across all employees, by department or by demographics (Ali & Opatha, 2008). Standardized performance assessments allow companies to aggregate, calculate and analyze results to show where performance is strong. These areas of strength then can serve as benchmarks and opportunities for sharing of best practices for other areas of the organization. Evaluating the results of performance appraisals can provide human resource managers and organizations with an indication of where additional training and development may be necessary (Bohlander & Snell, 2004).

Appraises, appraisers (managers), and companies all reap the benefits of implementing effective performance appraisals methods. Appraises benefit in a number of ways; for example, they discover what is expected of them and are able to set goals (Mintzberg, 2007). They also gain a better understanding of their faults and strengths and can adjust behavior accordingly. In addition, appraisals create a constructive forum for providing feedback to workers about individual behavior, and for allowing workers to provide input to their managers (Lawrie, 2012). Finally, appraises are (ideally) given assistance in creating plans to improve behavior, and are able to get a better grasp on the goals and priorities of the company

Conceptual Framework

The process through which performance appraisals are carried out is very critical to its success. It is essential that the methodology is structured as simple as possible. Structures that are complex and impractical tend to result in confusion, frustration, and perhaps non-usage (McClelland, 2007;

Armstrong & Murlis, 2013). Likewise, systems that are not specifically relevant to the job may result in wasted time and resources. Indeed, most successful appraisal programs identify and evaluate only the critical behaviors that contribute to job success.

Systems that miss those behaviors tend to be invalid, inaccurate and can result in discrimination (Robbins, 2000; Cascio, 2012). Performance appraisal should be conducted periodically to evaluate employees' performances measured against the job's stated and presumed requirements. It is important that members of the organization know exactly what is expected of them, and the yardstick by which their performance and results will be measured.

Feedback plays an important role in the performance of employees. According to Robbins (2000) feedback helps to identify discrepancies between what employees have accomplished and what they want to do. Therefore, feedback acts to guide behavior. Many public sector organisations have been noted to not give feedback to their employees after appraisals. The study is based on this conceptual framework below:

Figure 1: Conceptual Framework

A performance appraisal method in any establishment will produce positive outcomes such as rewards, promotion, training etc. A good performance appraisal method will help motivate employees to work hard. When this is achieved, it will help employees to give out their best, since they are satisfied with what goes on in their institution, thereby increasing productivity. Conversely, if employees are not satisfied with what goes on in their institution, they will not be happy, thereby affecting productivity in their institution. A bad performance appraisal method will produce a negative outcome which will demotivate employees thereby leading to low productivity.

Chapter Summary

Extensive discussion of studies on performance appraisal and productivity were captured. The literature research was based on the following headings: performance management, performance management system, concepts of performance appraisals, purposes of performance appraisal, challenges faced in appraising employees and performance appraisals on productivity.

The study adopted Hodgetts and Kroe (2012) definition of performance appraisal concept that regularly do evaluate staffs to know their needs and satisfaction level. The process of identifying, observing, measuring, and developing human performance in organization will help employees of GMMB.

High productivity is achieved when the performance appraisal used to evaluate them helps to work hard. On the other hand, low productivity occurs

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when the performance appraisal used to evaluate them discourages them from working hard.

The research on performance appraisal and productivity was mainly restricted to the industry. Several of the research done was carried on in different countries other than Ghana. This research would however investigate into the performance appraisal and productivity in the GMMB.

CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter focuses on the methodology that was employed in the study. It is made up of the research design, the population, and the sampling procedure that was employed. The chapter also explains the research instrument, data collection and analysis as well as presentation methods.

Research Design

According to Katundu (1998), the purpose of research and its objectives determine the type of research design employed for a study. Considering the nature of the research problem and purpose of this study, the most appropriate research methodology that was used was the descriptive survey design. Descriptive survey design according to Amedahe and Gyimah (2003) makes use of various data collection techniques involving questionnaire.

A descriptive research has the advantage of producing good responses from a wide range of people, and also involves accurate and objective collection of data to describe an existing phenomenon (Nwadinigwe, 2005). According to Amedahe (2002), it allows for accurate description of activities, objects, processes and persons. The design was employed because it helped to provide accurate and valid representation of the variables, and also help to describe precisely the phenomenon under consideration.

One major weakness of descriptive research is that answers do not enable us to understand why people feel, think or behave in a certain manner,

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why programs pose certain characteristics, and why a particular strategy is used at a certain time among others.

Study Area

The study area for this research is specifically the Cape Coast Castle, located in the Central Regional capital town of Cape Coast, and the National Museum located in Accra, Ghana. The Cape Coast Castle is a fortification that epitomizes the Trans-Atlantic Slave Trade, and a property of the Ghana Museums and Monuments Board. This is a World Heritage Property that receives thousands of visitors each year. The National Museum in Accra generally houses an exhibition on Archaeology, Ethnography and Art. It showcases the history and culture of the people of Ghana. It also serves as the headquarters of the Ghana Museums and Monuments Board.

Population

Population is defined as all members of a defined category of elements such as people, events or individuals items of interest under consideration (Ary, Jacobs & Razavieh, 1990). For the purpose of the study, the population is made up of all staff of GMMB. The target population consisted of employees of the Ghana Museums and Monuments Board (Cape Coast and Accra). There are fifty (50) workers in Cape Coast and 50 in Accra.

Sample and Sampling Techniques

Leady (1993) simply defines sampling as the process of choosing from a much larger population, so that selected parts represents the total group. Sampling per say is not a technique or procedure for getting

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information but it ensured that any technique used helped in getting information from a smaller group, which accurately represent the entire group (Teye, 2012).

A census method is adopted for this research, due to the relatively smaller size of the population being studied. Leedy and Ormrod (2010) state that for a population less than one hundred, the entire population must be surveyed. Respondents comprised of all the staff. In all, 100 respondents were selected for the study. Purposive sampling techniques were used to select respondents from Accra and Cape Coast.

Ofori and Dampson (2011) defined purposive sampling as the type of sampling that the researchers make judgments about typicality or interest. The researcher used his own judgment in selecting the One hundred staff at GMMB.

Table 1 represents the number of junior and senior staff of GMMB in Accra and Cape Coast.

Table 1: Category of GMMB staff in Accra and Cape Coast

Category	Number of Staff	Percent
Junior	75	55.6
Senior	60	44.4
Total	135	100

Source: Field survey, Ivor (2017).

Research Instruments

Both primary and secondary data were used to collect information. Questionnaire was used to collect data for the study. Questionnaire was used to elicit responses from employees, specifically using close ended and few

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open ended questions. The use of close-ended ones offered options for the respondents to choose the appropriate one. Burns (2000) describes a questionnaire as a method of gathering data which is descriptive of current events, conditions or attributes of a population at a particular point in time. The questionnaire was divided into various sections to address specific objectives.

Secondary data were obtained from the Ghana Museums and Monuments Board, the internet, novels, and books from the UCC Business School Library. The instruments were also checked for its validity and reliability before it was used. The basis of the validity of a questionnaire is to ensure that the right questions were asked without ambiguity. A drafted copy of the questionnaire was made available to my supervisor for face to face discussion and content validity. This ensured that the items in the questionnaire were related to the research questions. Statistical Product and Service Solutions (SPSS), version 21.0 was used to check the reliability of the questionnaires.

Pretesting

A pretesting study was conducted to ascertain any challenges likely to hinder the smooth conduct of the study. The instrument was first given to technocrats with adequate expertise on performance appraisals and on research to peruse and critique the questionnaire. The pretesting was carried out at Kakum National Park in the Central Region of Ghana. Staff of Kakum National Park was chosen because the respondents have similar challenges to those in GMMB. Ambiguous questions were modified for clearer meaning and

questions that are difficult to understand were deleted before the instrument was used for the data collection. In all twenty staff were used for the pretesting study which was based on simple random selection.

Data Collection Procedure

The researcher sought permission from the management of Ghana museums and monuments board. This enables the researcher to carry out the research in the two selected regions, that is Central and Greater Accra Region. After this, the researcher personally visited Cape Coast and Accra offices and distributed the questionnaires. The questionnaires were retrieved within two working days.

Statistical Product and Service Solutions (SPSS), version 20.0 was used to check the reliability of the questionnaires. According to Stevens (1996), Cronbach alpha coefficient of a scale above .7 is considered reliable, and a scale value below .5 is considered low. The questionnaire yielded a Cronbach's Alpha of .680 using SPSS, which is considered reliable.

Data Processing and Analysis

After editing data collected from the field, the questions in the questionnaire were coded for easy classification. The processing of data was done using the SPSS version 21.0. The choice of choosing SPSS version 21.0 software packages over the other statistical software was because it has large sample size to use when doing manual calculation. In analysing the data to answer the research questions, tables showing the frequencies and their corresponding percentages for each item were constructed. Conclusions from

relevant related literature were captured along to authenticate the findings of the study.

Ethical Issues

Ethics refers to doing what is morally and legally right in the conducting of research. Research ethical consideration is important and researchers should protect the dignity of their subjects and publish well the information that is researched (Fouka & Mantzorou 2011). The participants were assured that the data will be used for academic purposes only. Ethical considerations were made in order to uphold the ethical standards of research. The topic of the research was explained by the researcher to the respondents to enhance a better understanding of the study.

Respondents were made aware that the research was purely for academic purposes and that the anonymity and confidentiality of participants were assured. Participants were not forced to take part in the study against their will and they were informed that they have the right to participate in the study or withdraw from the study at any time they deemed necessary. They were also informed that their refusal would not affect them in any way.

Summary

This chapter described the methodology used for the study and the data collection procedure in the field. In brief, it looked at the research design, population, sampling techniques, research instruments, data collection, and the data processing and analysis. In all, One hundred employees were selected for the study. The concluding part of the chapter dealt with the ethical

considerations of the study. The next chapter presents the results and discussion of the data collected.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter deals with the data presentation and analysis. In this chapter, all data gathered for the study are organized, analysed and this is followed by discussion of key issues relating to the findings of the study. Frequency tables are provided to give statistical reflections on key issues in terms of the research questions. The main thrust of the study is to examine the performance appraisal and productivity in the Ghana Museums and Monuments Board.

Demographic Characteristics of the Respondents

The demographic characteristics considered in the study are gender, age, years of working experience and position or rank of staff. The demographic characteristics of the respondents helped in determining the extent to which the responses they provided could be depended upon. Out of 100 staff sampled for the study, 100% valid questionnaire was retrieved. This was achieved because the researcher used respondents break hours in collecting the data. Also, after explaining the reasons behind the study, the researcher waited for each respondent to finish answering the questionnaire before going to the next person.

Gender of Respondents

Out of the total 100 respondents selected, 80 (80.0%) were males and 20 (20.0%) were females. This suggests that most of the staff used in the study

were males, indicating that more males are involved in GMMB. The details of their responses are represented in Table 2.

Table 2: Gender of Respondents

Gender	Frequency	Percent
Male	80	80.0
Female	20	20.0
Total	**100**	**100**

Source: Field survey, Ivor (2017).

Age Distribution of the Respondents

It was necessary to determine the ages of the staff, since this information would help to know how young or mature the respondents are. Table 3 indicates that 40 respondents were between 31 to 35 years of age representing 40.0% formed the majority. Twenty-five respondents were between 36 to 40 years of age representing 25.0% and 18 respondents were also between 26 to 30 years of age representing 18.0% respectively. Again, seventeen respondents were between 40 and above years representing 17.0%.The results reveal that the case institution employs mainly young people. The details of their responses are provided in Table 3.

Table 3: Age Distribution of the Respondents

Age	Frequency	Percent
26 – 30	18	18.0
31 – 35	40	40.0
36 – 40	25	25.0
40 and above	17	17.0
Total	**100**	**100**

Source: Field survey, Ivor (2017).

Working Experience of the Respondents

The data indicates that 45 (30.0%) and 36 (24.0%) of the staff have spent 1 – 5 years and 6 – 10 years respectively in GMMB. Thirty-seven (24.7%) of the respondents have spent 11 – 15 years of working. The remaining 32 (21.3%) have worked well over 16 years. An inference from the above is that majority of the respondents have spent more than 5 years as staff and the details are in Table 4.

Table 4: Distribution of Working Experience of Respondents

Years of Working Experience	Frequency	Percent
1 – 5 years	26	26.0
6 – 10 years	30	30.0
11 – 15 years	19	19.0
Above 16 years	25	25.0
Total	**100**	**100**

Source: Field survey, Ivor (2017).

According to Ishaq (2009), experience might not necessarily be the best worker, but it almost always results in the most enduring lessons. Also, one may assume that they have been appraised for quite a long time and therefore they had experience and also familiar with it.

Research Question 1: Methods of performance appraisal used at GMMB?

The respondents were asked to indicate whether GMMB has any performance appraisal system. Their responses were provided in Figure 2.
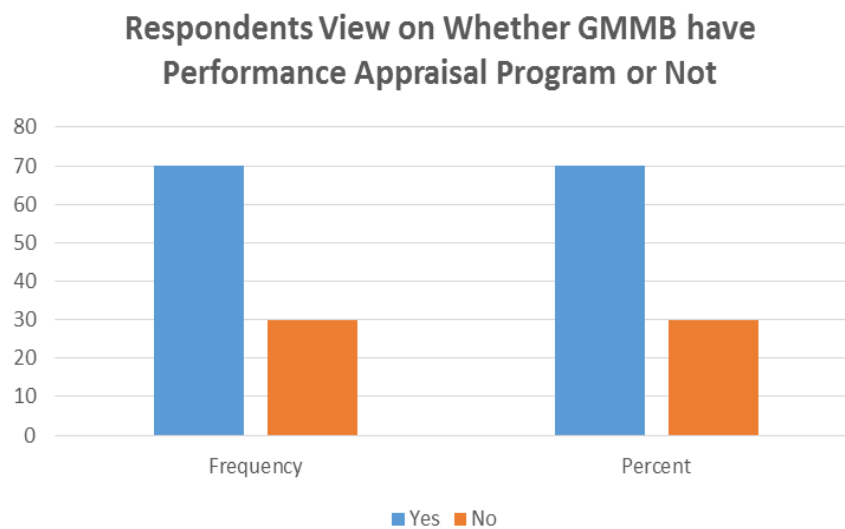
Figure 2: Respondents view on whether GMMB has performance appraisal system or not.
Source: Field survey, Ivor (2017).

Figure 2 shows that as many as 70 (70.0%) of the respondents responded in the affirmative that they know that GMMB has a performance appraisal system. The remaining 30 (30.0%) responded in the negative. This study supports the work of Ali and Opatha (2008) who concluded that most workers in government institutions or organizations are aware that their industry has performance appraisal system.

Respondents were asked to indicate the methods they use to appraise them. The details of their responses are represented in Figure 3.
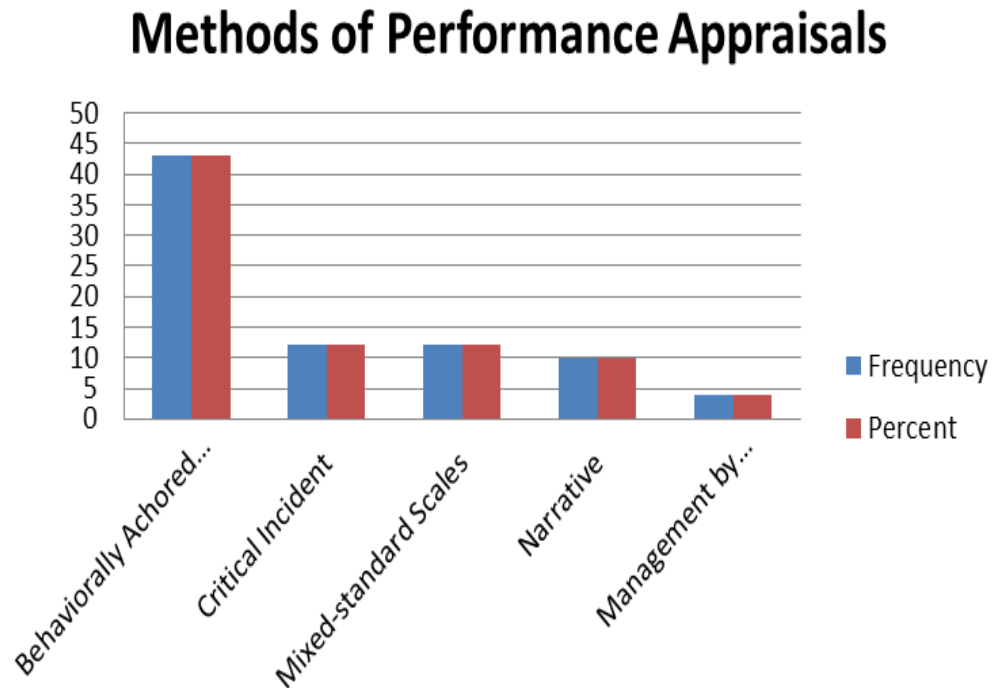
Figure 3: Methods of performance appraisals at GMMB.
Source: Field survey, Ivor (2017).

The study showed in figure 3 that 43 (43.0%) also said they are appraised using Behaviorally Anchored Rating Scale, 19 respondents representing 19.0% said they are appraised using critical incident and 12 (12.0%) of the respondents indicated that they are appraised by using Mixed-standard scales and critical incident respectively. Again, 10 (10.0%) said they are appraised using narrative. The remaining 4 (4.0%) also said they are appraised by using Management by Objectives.

In analysing the data, the study revealed that the GMMB prefer appraising their staff using the Behaviorally Anchored Rating Scale. The

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reason behind this might be because Behaviorally Anchored Rating Scale is developed by both subordinates and managers. It might also be that since both categories of staff were involved in its developing, that is why they mostly use that method. This has been confirmed by Mullins (2012) that a behaviorally rating scale assesses a person on the quality of his or her work on the basis of average, above average, outstanding or unsatisfactory and also could be trait centred and over observable traits such as reliability, adaptability and communication skills.

Also according to Debrah (2004), in Ghanaian organisations, performance appraisals are based on supervisory behaviour ratings scale and this encourages subjectivity in the performance appraisal process, thus, an appropriate rating instrument must support the appraisal process. Again, the study supports the work of Flippo (2015) who captured that behaviorally anchored rating scale instrument should be tailored with corresponding meaningful performance standards and metrics when appraising staff or workers.

The respondents were asked whether in designing the appraisal scheme of GMMB, they played a crucial role in determining its contents and duration. The researcher wanted to find out if the workers played a role in developing the content and duration of the appraisal scheme; since most of them revealed that they were appraised using the Behaviorally Anchored Rating Scale. The details were represented in figure 4.

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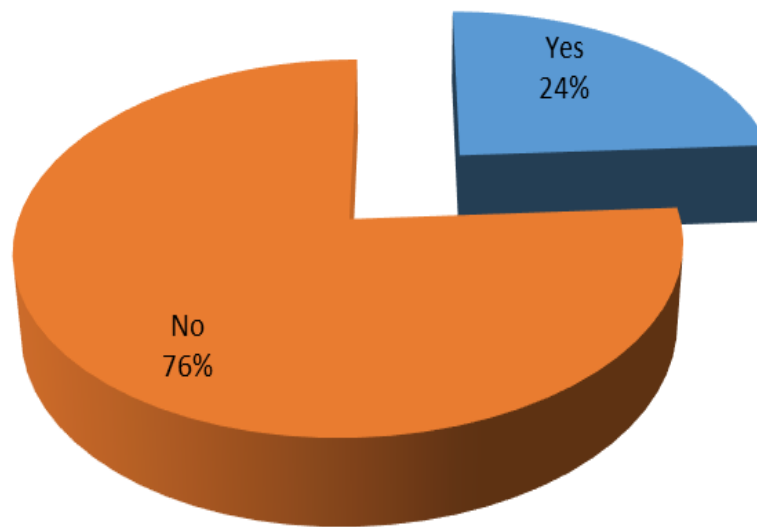
Figure 4: Staff role in determining the content and duration of appraisal scheme

Source: Field survey, Ivor (2017).

Figure 4 shows that as many as 76 (76.0%) of the respondents responded in the negative that they do not play a crucial role in designing the performance appraisal program. The remaining 24 (24.0%) responded in the affirmative that they play a crucial role during the design of the appraisal programme in determining its contents and duration. This is the reason why majority indicated that they appraised using the Behaviorally Anchored Rating Scale. Bohlander and Snell (2004) indicated that BARS is developed by both subordinates and managers. Therefore, we can conclude that staff in GMMB played a role in determining the content and duration of the appraisal scheme.

Respondents were further asked to indicate their role in determining the content and duration of appraisal system and their responses were provided in Table 5.

Table 5: Staff who plays a role in determining the content and duration of

appraisal systems

Category of staff	Frequency	Percent
Junior	6	25.0
Senior	18	75.0
Total	24	100

Source: Field survey, Ivor (2017).

The data in Table 5 reveals that 18 (75.0%) of the sampled senior staffs indicated that they play a crucial role during the design of the appraisal systems in determining its contents and duration. Again, 6 (25.0%) of the junior staff also participated in determining its contents and duration of appraisal system.

This observation is in line with a suggestion made by Hodgetts and Kroeck (2012). They reported that in the design of the appraisal process, it is important to select the right people to design for the system. This should involve managers, employees and human resource professionals.

Respondents were further asked to indicate if supervisors give them feedback after appraisal. The details are represented in figure 5.
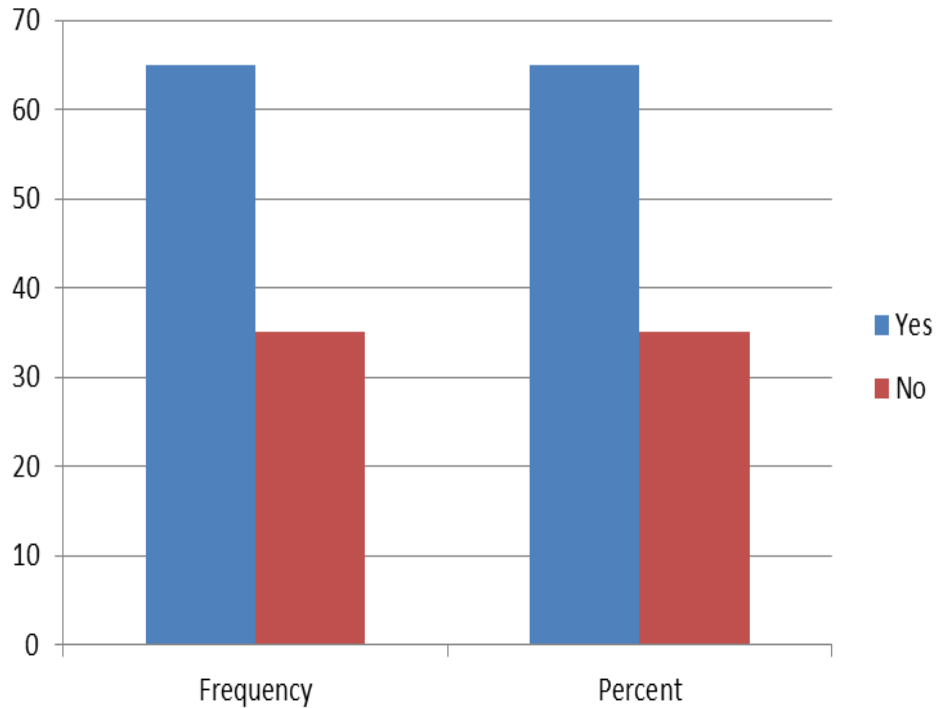
Figure 5: Feedback from supervisors after appraisal

Source: Field survey, Ivor (2017).

In finding out whether supervisors provide feedback to staff after appraisal, 65 (65.0%) of the respondents indicated that their supervisors provide them with feedback while 35 (35.0%) indicated otherwise. Giving individuals' feedback on how well they are doing in their jobs helps to meet a variety of needs; from organization point of view, it assists effective leaning so that tasks are completed correctly and helps maintain and stimulate effort towards specified goals. From the individual view point, feedback can satisfy any personal need for information on progress and facilitate social comparison with others (Blau, 2009). Also, Mullins (2012) intimated that provision of performance feedback is a necessary condition for goals to have their full effect.

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Research Question 2: Influence of performance appraisal on productivity in the GMMB?

The study measures the influence of performance appraisals on employee productivity by investigating the following variables: the influence of performance appraisal in making employees work harder than expected, performance appraisal making employees work at a normal pace, performance appraisal making employees work below expectation, employees agreeing with performance appraisal score, performance appraisal making employees understand what they are doing and performance appraisal used for decision making.

Table 6: Coefficient of Performance Appraisal and Employee Productivity

Model	Beta	Std. Error	t	Sig.
Constant	-2.05	.540	-3.24	.000
Performance appraisal makes me work harder than expected	-0.38	.134	.90	.520
Performance appraisal makes me work at normal pace	.130	.125	.050	.790
Performance appraisal makes me work below expectation due to how it is conducted	.090	.120	.280	.067
If I don't agree with performance appraisal score, there is appeal process	1.130	.210	2.90	000
Performance appraisal makes me better understand what should I should be doing at workplace	-1.12	.130	-1.25	.001

a. Dependent Variable: The current level of employee productivity is high

The coefficient table indicates the degree of relationship between each variable that represents the performance appraisal. The constant is -2.05 while the variables which are statistically significant were the employees agreeing with performance appraisal score and the appeal process (.0005), performance appraisal making the employees better understand what they should be doing which negatively influences employee productivity (.001), performance appraisal being used as a decision making tool for increasing employee performance (.0005), and performance appraisal influencing employee performance positively (.520).

Respondents were asked to indicate if performance appraisal motivate them to work harder or not and the details of their responses are represented in figure 6.
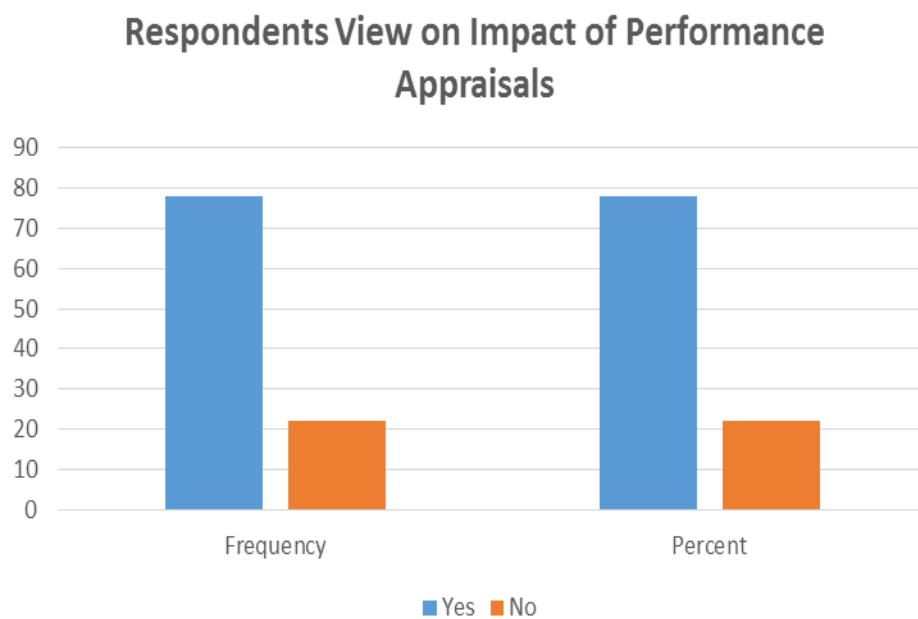
Figure 6: Respondents view on impact of performance appraisals.
Source: Field survey, Ivor (2017).

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The results in figure 6 show that 78 (78.0%) indicated that performance appraisal motivates them to work. On the contrary, 22 (22.0%) indicated that performance appraisal do not motivates them to work. Singh (2010) indicated that there is a link between reward employees receive and performance appraisal. He describes PA as the linkage between productivity and rewards. This also confirmed Blau (2009) study, who observed that performance appraisal serves two-fold purpose generally, thus, to improve the work performance of employees by helping them realize and use their full potential in carrying out their firms mission and also to provide information to employees and managers for use in making work-related decisions.

Again, respondents were asked to indicate their opinion on the perceive performance appraisal in GMMB. The details of their responses are represented in Table 7.

Table 7: Staff Opinion about Performance Appraisal Scheme at GMMB

Opinion about performance appraisal	Frequency	Percent
Very useful	34	40.0
Useful but need to be improved	26	30.6
Waste of time	18	21.1
Should be removed	7	8.3
Total	**85**	**100**

Source: Field survey, Ivor (2017).

The results in Table 7 reveals that, 34 (40.0%) of the respondents indicated that in their opinion performance appraisal is useful. Also, 26 (30.6%) of the respondents indicated that is useful but it should be improved. On the other hand, 18 (21.1%) of the respondents rather indicated that it

performance appraisal was waste of time and 7 (8.3%) of the respondents also indicated performance appraisal should be removed. This is confirmed by Fletcher (2001) who states that, employees see PA is useful.

The finding supports the work of Wolf (2005), who concluded that staffs are happy always seeing management performing performance appraisal. However, this result contradicts the findings of Armstrong and Murlis (2013), who indicated that majority of the respondents, do not support performance appraisal methods in their organization.

Research Question 3: Challenges faced in appraising employees at GMMB?

In trying to answer this, respondents were asked what was preventing heads at GMMB from appraising them regularly. The respondents were asked to state one or more challenges and the details of their responses are presented in Table 8.

Table 8: Challenges faced in conducting Performance Appraisal at GMMB
(Multiple responses)

Type of error	Frequency	Percent
Leniency error	54	41.6
Halo error effect	32	24.6
Similarity error	30	23.0
Recency error	14	10.8
Total	**130**	**100**

Source: Field survey, Ivor (2017).

Among the errors that were listed, 54 (41.6%) respondents indicated that leniency error recorded the highest score. This is followed by 32 (24.6%) respondents who indicated halo error effect as one of the errors. Moreover, 30 (23.0%) and 14 (10.8%) of the respondents indicated similarity and recency error were among the errors respectively. Research by Fletcher and Williams (2015) also asserted similar errors faced by institutions when appraising their employees. Ironically, the errors given by the respondents are different from what Flippo (2015) referred to as intrinsic errors faced by appraisers or managers in implementing performance appraisal.

Summary

In this chapter, the collected data were analyzed and interpreted in accordance with the research questions. The major findings were that performance appraisal is practiced in many organizations. The study revealed that performance appraisal is being practiced at GMMB and it is done once a year. Again, in the design and implementation of performance appraisal, staffs do not play any significant role. Also, most of the staffs are given appraisal feedback. Majority of the staff indicated that performance appraisal is very useful to GMMB.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents a summary of the findings, conclusion and outlines recommendations including areas for further research.

Summary

The study investigated the performance appraisal on employee productivity in the Ghana Museums and Monuments Board. Purposive sampling technique was used to select the staff. In all, 100 staff was selected for the study. Questionnaire was used as an instrument for the study. SPSS version 21.0 was the software's used for the data analysis. Conclusions from relevant related literature were captured along to authenticate the findings of the study. The summary of the findings are presented as follows:

1. Majority of the staff indicated that GMMB have performance appraisal program.

2. The study revealed that GMMB use Behaviorally Anchored Rating Scale to appraise their employees.

3. The findings of the study indicated that performance appraisals motivate staff to work harder.

4. Majority of the staff stated that the major challenges that hinder the implementation of performance appraisals programs are the use of unfair appraisal method, poor ratings of staff and inadequate time for the performance appraisal methods.

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Conclusions

The following conclusions were drawn based on the research questions that were set:

The study revealed that performance appraisal is being practiced at GMMB and they use Behaviorally Anchored Rating Scale to appraise their employees. Majority of the staff indicated that performance appraisal is very useful to GMMB and are of the opinion that it is contributing to the productivity and growth of GMMB. The findings suggested that employee appraisal leads to improved productivity. Performance reviews are focused on employee contributions to the organizational goals. Performance appraisal gives employees the opportunity to express their ideas and expectations for meeting the strategic goals of GMMB.

An effective appraisal method can enhance the motivation and performance of the employees leading to the completion of specified work or for attaining or exceeding specified performance targets. The barriers hindering the integration of performance appraisers are based on leniency error, halo error effect, similarity error and recency error.

Recommendations

From the summary of the major findings of this study, it is recommended that:

1. Performance appraisal should lead to improved employee performance. Performance appraisal should be optimized for effective decision making. This can lead the employees to complete their specified work and exceeding their normal work performance.

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2. It is also recommended that the other performance appraisal methods should be explored to see if it can be added to the institution appraisal program.

3. The managers of various organizations should make sure that they reduce the barriers that hinder them to perform performance appraising.

Suggestions for Further Research

The study suggests that future researchers can conduct a research on the effect of performance management practices on organizational culture. Also, it is suggested that future researchers can conduct a research in performance management practices in public institutions for comparison with the current findings.

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APPENDIX A

UNIVERSITY OF CAPE COAST

SCHOOL OF BUSINESS

QUESTIONNAIRE FOR EMPLOYEES

The researcher is a post-graduate student in UCC who is writing his dissertation on the topic; Performance appraisal and productivity in the Ghana Museums and Monuments Board (GMMB). Answer the following questions by ticking or writing the appropriate responses. All responses will be treated confidential.

Thank You.

1. Sex: Male [   ]   Female [   ]

2. Age: 26 – 30 [   ]   31 – 35 [   ]

      36 – 40 [   ]   40 and Above [   ]

3. Number of years in the GMMB.

   1 – 5 years [   ]   6 – 10 years [   ]

   11 – 15 years [   ]   Above 16 years [   ]

4. Position/Rank held …………………………………………

5. Do you have any performance appraisal program in GMMB?

   Yes [   ]   No [   ]

6. If yes to Q5, which of the methods do you use?

   Narrative [   ]

   Critical incident [   ]

   Behaviorally Anchored Rating Scale (BARS) [   ]

   Mixed – standard scales [   ]

   Checklist [   ]

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Management By Objectives (MBO) [   ]

Others (specify): ………………………………………………….

7. How many times are you appraise in a year?

Quarterly [   ]   Every six months [   ]

Annually [   ]   Others (specify):

……………………………

8. Do your supervisors set goals/targets in the performance of your

duties? Yes [   ]   No [   ]

9. In designing the appraisal scheme of GMMB, do you play a crucial

role in determining its contents and duration?

Yes [   ]   No [   ]

10. If No to Q9, who are responsible for designing the performance

appraisal program? …………………………………………

11. Are you involved in setting goals/targets?

Yes [   ]   No [   ]

12. Does your supervisor review your performance with you?

Yes [   ]   No [   ]

13. If yes, how do you contribute to it?

…………………………………………………………………………

…………………………………………………………………………

…………………………………………………………………………

…………………………………………………………………………

14. Does your supervisor give you feedback after appraisal?

Yes [   ]   No [   ]

15. If yes, how long does it take?

One month [   ]   Two months [   ]

Three months [   ]   Four months [   ]

Six months [   ]   The following year [   ]

Others (specify): …………………………………….

16. How often does your supervisor contact you during the performance of

their task?   Very often [   ]   Not very often [   ]

Not at all [   ]   Others (specify): …………………

17. What relationship exists between you and your subordinates/supervisor

before appraisal commences?   Formal [   ]   Informal [   ]

18. What kind of decision does management take on the feedback of

appraisals?   Promotion [   ]   Increase pay [   ]

Training decision [   ]   Demotion [   ]

Re-engagement of task [   ]   None of the above [   ]

19. From your point of view, does performance appraisal motivate you to

work harder?   Yes [   ]   No [   ]

20. Give reasons for either Yes or No

a) Reasons for Yes

…………………………………………………………………

…………………………………………………………………

…………………………………………………………………

…………………………………………………………………

…………………………………………………………………

b) Reasons for No

…………………………………………………………………………

…………………………………………………………………………

…………………………………………………………………………

…………………………………………………………………………

…………………………………………………………………………

21. How do you perceive performance appraisal in GMMB?

Waste of time [   ]   Very useful [   ]

Should be removed [   ]   Other (specify): ……………………

22. Has performance appraisal had an impact on the growth of GMMB?

Yes [   ]   No [   ]

23. How will you rate the growth of GMMB as a result performance

appraisal.

Excellent [   ]   Very good [   ]

Good [   ]   Average [   ]

24. What are the challenges or barriers that inhibit the implementation of

performance appraisals?

…………………………………………………………………………

…………………………………………………………………………

…………………………………………………………………………

…………………………………………………………………………

…………………………………………………………………………

APPENDIX B

```
RELIABILITY
  /VARIABLES=Q1 Q2 Q3 Q4 Q5 Q6 Q7 Q8 Q9
  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA.
```

➡ Reliability

[DataSet0]

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	75	75.0
	Excluded[a]	25	25.0
	Total	100	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.680	9

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