

UNIVERSITY OF CAPE COAST

PERFORMANCE MANAGEMENT SYSTEM AND EMPLOYEE
PERFORMANCE AT LA DADE KOTOPON MUNICIPAL ASSEMBLY

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BY

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DECLARATION

Candidate's Declaration

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

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

Name: Zaharawu Abdulai

Supervisor's Declaration

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

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

Name: Dr. Otuo Serebour Agyemang

ABSTRACT

Human resource makes tremendous contributions toward the success of every organisation. As such, managing human resource performance is currently one of the key activities undertaken by heads or authorities of these institutions. This can largely be achieved through the implementation of performance management system which ensures constant evaluation and improvement in employee performance. The study examined the effect of performance management system on employee performance at La Dade-Kotopon Municipal Assembly, Greater Accra Region of Ghana. The study employed the quantitative approach and descriptive research design due to its research objectives. The simple random technique was employed to solicit for information from 135 administrative staff of the assembly. Structured questionnaires were administered to the staff and the data obtained was processed using IBM SPSS Statistics version 24. The data was then analysed using both descriptive (frequencies, percentages, means and standard deviations) and inferential (linear regression) statistical tools. The study found the graphic rating system and peer review as the most suitable performance management systems for their assembly. The study also found the performance management system to have a moderate positive effect on employee performance at the assembly understudy. The study therefore recommended that management of La Dade-Kotopon Municipal Assembly should regularly review its performance management system in a bid to improve the performance levels of its administrative staff.

KEYWORDS

Performance management system

Employee performance

La Dade-Kotopon Municipal Assembly

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DEDICATION

To my sister, Hajia Sahadatu Abdulai.

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LIST OF ACRONYMS

PMS	Performance management system
LaDMA	La Dede Kotopon Municipal Assembly
LGS	Local Government Service
PSC	Public Services Commission
MBO	Management by Objective (MBO)
MLGRD	Ministry of Local Government and Rural Development
BSC	Balance Score Card

CHAPTER ONE

INTRODUCTION

Human resource makes tremendous contributions towards the success of every organisation. In recent times, public sector organisations are more focused on improving performances of their human resource in a bid to achieve expected goals. As such, managing human resource performance is currently one of the key activities undertaken by heads or authorities of these institutions. This responsibility can only be achieved through the implementation of relevant and effective performance management systems (PMSs) that are designed and aligned to performances of individual, unit and organisational levels. However, due to implementations of poor PMSs, staff's performances in most public institutions continuously declined contributing to low productivity, low morale and indiscipline problems. In Ghana, most PMSs available in local governments institutions like La Dede Kotopon Municipal Assembly are either ineffective or poorly utilised which in turn affect employees' performances. It is on this background that the study examines PMSs at LaDMA, Greater Accra Region.

Background to the Study

The contributions of human resource to any organisation can never be overemphasised since their performances can make and/or unmake the organisation (Gruman & Saks, 2011). Centuries ago, supervisors evaluated and judged the performances of human resource through human inclination and this created serious ethical, motivational and legal problems in their workplaces (Moulder, 2011). These major problems induced supervisors and researchers to develop structured systems in order to evaluate and judge human resource'

performances unbiasedly. In the 20th century, Taylor started a concept called ‘performance management’ and developed a formal and structured appraisal system to manage human resource performance in the workplace (Gichuhi, Abaja & Ochieng, 2014). Fortunately, Taylor’s concept gained global commendations and it is still relevant in this 21st century.

Performance management is regarded as a holistic process that brings together several activities to ensure effective management of individuals and teams’ performances in bid to attain organisational goals (Julius, 2008). In a workplace setting, Armstrong (2009) viewed it as a systematic process used to manage and develop performances of individuals and teams in order to meet organisational expectations. Performance management enables the organisation to face broader issues in order to achieve long term goals and also contributes massively to the integration of the organisation’s business, individuals and teams. In today’s competitive environment, organisations have implemented performance management through systems generally referred to as performance management systems (Mbise, 2014; Wairumu, 2014).

Performance management systems (PMS) are systems or tools for evaluating or measuring employees’ performance and as such, they are integrated into the entire processes, procedures, structures and activities of organisations (Sparrow, 2012). Decades ago, performance appraisal was the only universally recognised management system and as a result of tremendous changes and improvements, there have been more integrated and contemporary systems such as Management by Objective (MBO), Supervisor Ratings and 360-Degree Feedback although the former is still common (Armstrong, 2009; Garber, 2011). As such, in the 21st century, the systems imbibe organisational

culture, exudes accountability for goals and seeks progression of organisations under efficient management focus which targets on giving individuals and teams accurate tasks to be implemented through realistic goals (Wellington, 2011).

This clearly indicates that, performance evaluation has moved from being a singly method of performance management into a more integrated fragment of the overall PMS (Armstrong, Redman & Wikinson, 2009). In developed countries like USA, France, Germany, Russia and more recently China, organisations have developed more sophisticated technologies in bid to improve upon the effectiveness of PMS (Caruth & Humphreys, 2013). They surprisingly revealed that these systems are mostly used by private organisations (69%) more than the public ones (31%) due to their key focus on profit maximisation compared to their counterparts in the public organisation. However, De Bruijn (2015) asserted that, there have been tremendous improvement in the use of PMS in the public sectors due to their need to survive unhealthy competitions and prudent utilisation of limited resources.

There is a negative perception the employees have concerning Performance Management System. They believe that the system is influenced by subjectivity, according to the investigation done by (Newel, 2000) concerning the perception that employees have of performance management system. There is very little employee involvement in formulating criteria, agreeing performance standards and objectives when designing performance systems. Management selects a few top representatives to develop the system in the absence of staff. 11 According to Makori, (2014) on a study that he carried out on employee perceptions of performance management, the employees in the hotel industry believed that they performed better in their daily tasks but there

was no significant relationship between their individual performance and the perception they had of the initiatives that the hotel had put in place for performance appraisal. The study therefore concluded that employee perception on performance management was not necessarily influencing individual performance in the hotel industry.

The theories underpinning the study are the goal setting and the expectancy theories. Researcher point out that there is a positive correlation between goal setting and improved performance. This is because goal setting encompasses all aspects of building organizations with efficiency (Locke & Latham 2006; Spalding & Simon 1994; Koppes 2014). According to Vroom (1965), for an overall effective performance of an organization, the PMS encompasses the process of measuring and managing the performance of personnel in an organization. The measurement and management of performance should be motivating enough so that employees perform well and hence the relevance of the expectancy theory to PMS and this study.

In addition, Baron (2009) admits performance appraisal schemes existed in isolation and there was no relation between the system and the needs of the business whilst Line managers have frequently rejected performance appraisal schemes as being time-consuming and irrelevant. Similarly, Armstrong (2010) argues employees have resented the superficial nature with which appraisals have been conducted by managers who lack the skill required, tend to be biased and are simply going through the motions and performance appraisal system too often degenerated into ‘a dishonest annual ritual. This research helps us to identify the relationship between employees’ performance and performance

appraisal system which is very good tool for identifying the roles of performance appraisal.

In Ghana, for instance, some PMSs have been widely adopted by various organisations (private and public) and in district assemblies (public) for instance, they are used to plan and agree on what needs to be achieved, do what has been agreed on, check and monitor performance in order to identify areas for improvement, review what has been done, act on the information provided, make necessary changes and they are also used to report or provide feedback on progress and outcomes (Local Government Service, 2014). They are also used to train and develop workers and allocate resources. Clearly, PMSs are employed to evaluate performances of workers and as such, these workers are expected to have various perceptions in regards to their preference, effectiveness and challenges., it was therefore relevant to examine performance management systems in public institutions in Ghana focusing on La Dade-Kotopon Municipal Assembly (LaDMA) in the Greater Accra Region.

Statement of the Problem

The significance of performance management system (PMS) can never be overemphasised since it ensures that employees are performing in line with organisational targets (Raju & Collins, 2008). Thus, it enables organisations to determine the performance results of their employees through the provision of a complete and professional management process (Prowse & Prowse, 2009). However, due to implementations of poor PMSs, employees' performance in most organisations, specifically public institutions, have been declining for decades contributing immensely to low productivity, low morale and indiscipline problems (Moulder, 2011; Ricci, 2016). Also, public organisations

have struggled to adopt a suitable type of PMS and this has also affected employees' performances and overall productivity (Gichuhi, Abaja & Ochieng, 2014).

In Ghana, most public institutions, notably local government sector, have focused primarily on performance appraisals while paying less attention to PMSs (Ahwio, 2010; Solmon & Podgursky, 2010). This is because, authorities largely struggle to realise that PMS is a more complete process which accounts for appraisals. In this regard, most PMSs available are either ineffective or poorly utilised which in turn affect employees' performances (Singh, Kochar & Yukse, 2010; Tenakwah, 2015). According to Moulder (2011), poor PMSs contribute to high absenteeism, poor motivation, poor working standards and dissatisfaction among employees. It is to note that, workers of LaDMA usually exhibit these negative work attitudes and thus it could be perceived that, existing PMSs in the Assembly are either poor or irrelevant.

Also, LaDMA has been devoid of a well-established PMS as a result of inadequate planning, availability of several irrelevant PMSs, ineffective reviews and appraisal processes. This has clearly led to poor understanding of the existing PMSs on the part of staff of LaDMA which has also affected their level of commitment in the entire evaluation process. Moreover, the content and structure of the existing PMSs are unclear and thus raising questions in regards to the effectiveness of these systems. Until 2015, staff of LaDMA used the Public Services Commission's (PSC) Performance Appraisal Document. Even though the LGS introduced its own appraisal tool as a departure from the general PSC document, some departments of the Assembly which have not been decentralized such as Finance, Health, Information, Education, Disaster

Prevention and Management and Trade continue to use the PSC's appraisal instrument. Hence there is no harmonised appraisal structure in the Assembly. Staff of LaDMA would continuously fail to benefit from PMSs if their perceptions in regards to existing PMSs are not identified and addressed by policy makers. It is against this background that this study is conducted to examine the PMSs of LaDMA.

Although literature exists on performance management systems, most of them were on areas such as education, housing, health and others (Helm, Holladey & Tortorella, 2007; Hvidman & Andersen, 2016; Melo, Sarrico & Rachor, 2010; Nath & Sharma, 2014; Ricci, 2016; Solomon & Podgursky, 2010) with a few on local governance (Baird, Schooch & Chen, 2012; Padovani, Yetano & Orelli, 2010; Tenakwah, 2015). In Ghana, Tenakwah (2015) focused on Sefwi Wiawso Municipal Assembly and thus, his findings were limited to the Assembly. This is because, in examining PMSs, perceptions or views of respondents are limited in scope in terms of the organisation, experience and the types of PMSs available. Current literature has also failed to focus on staff of LaDMA despite the continuous decline in their performances as a result of unclear and poor PMSs. In light of these limitations, there was a need to conduct this study in order to exploit the gaps created.

Purpose of the Study

The purpose of the study was to examine the effect of performance management system on employee performance at La Dade-Kotopon Municipal Assembly.

Research Objectives

The following specific objectives were developed for to study to:

1. Assess staff's perception on the types of performance management system used at LaDMA.
2. Assess the perceived benefits of performance management system at LaDMA.
3. Examine the perceived challenges of the current performance management system at LaDMA.
4. Examine the effect of performance management system on employee performance at LaDMA.

Research Questions

The following research objectives will be used to guide the study:

1. What type of performance management system is perceived suitable for LaDMA?
2. What are the perceived benefits of the current performance management system?
3. What are the perceived challenges of the current performance management system?
4. What is the effect of performance management system on employee performance at LaDMA?

Significance of the Study

Implementation of performance appraisal systems generally lead to high expectations among staff, but, in most instances, these high expectations end up producing conflicts, dissatisfactions, negative perceptions, poor work attitudes

and resistance other than expected positive outcomes. First and foremost, the results would lay bare the challenges of one institution implementing two performance management systems i.e. PSC and LGS PMS systems. This is expected to invoke the debate on the need to harmonise a single PMS for District Assemblies in Ghana and the need to hasten the decentralisation of all departments of the assemblies.

Also, the study's outcome would offer a deeper understanding of performance management systems in local government administration to policy makers like the Ministry of Local Government and Rural Development (MLGRD) and the Local Government Service. This would therefore assist them in establishing relevant policies that would ensure the effectiveness of the systems coupled with overcoming the perceived challenges associated with them. Specifically, the study's outcome would assist authorities in La Dade Kotopon Municipal Assembly to identify their staff's perceptions in relation to preference, effectiveness and challenges of the current PMSs. This would inform them to implement the most preferred PMSs and in turn curb the current negative attitudes to produce positive results.

Finally, the study's outcome would contribute to existing literature on performance management systems and in turn assist researchers in acquiring adequate information needed to conduct their studies in developing countries, more specifically Ghana. It would also form the basis for further studies in employee perception, performance management initiatives and how these aspects affect outcomes of work.

Delimitations

The study was limited to the views and opinions of staff of La Dade Kotopon Municipal Assembly within the Greater Accra Region of Ghana. As such, perceptions of staff other than those in this Assembly were ignored. Also, the study was limited to the examination of performance management systems implemented by the La Dade Kotopon Municipal Assembly. The study also focused on identifying staff perceptions in relation to preference, effectiveness and challenges and as such issues of nature, purpose and satisfaction with current performance management systems were excluded.

Limitations

At the time of data collection, the LGS had transferred out of the Assembly, most of the staff who had been in the Assembly much longer. This was as a result of the creation of the questionnaires to these persons who had been moved to far away districts. new districts and regions across the country. This mass postings were not anticipated by the researcher. Hence it was quite difficult reaching and travelling long distance to administer

Organisation of the Study

The study has been organised into five chapters with chapter one presenting the introduction of the study, specifically the study's background, statement of the problem, purpose of the study, objectives, research questions, significance of the study, delimitation and limitations of the study as well as the organisation of the study. Chapter two also presents literature review of the study in relation to theoretical review, explanation of concepts and empirical reviews. Chapter three discussed the study's research methods which comprise the

research design, study area, population, sampling procedure, data collection instrument, data collection procedures, data processing and analysis. The results and discussion of data was carried out in chapter four. Chapter five provides the summary of key findings, conclusions and recommendations to authorities and policy makers concludes with recommendations for further research.

CHAPTER TWO

LITERATURE REVIEW

This chapter provided an in-depth summary of the various literature and theories that were considered relevant for the study. It begins with a brief overview of the theoretical framework which examined the concept of performance management. The second part looked at performance management systems, its types, as well as the benefits and effectiveness of the performance management system, and thereafter ended with the challenges that hinder the successful implementation of the system.

Theoretical Review

There are a number of theories underpinning the concept of performance management. Salaman, Storey and Billsberry (2005) identified two main theories; goal-setting theory and expectancy theory connected to performance management. These theories therefore underpinned the study.

Goal Setting Theory

This theory was proposed by Edwin Locke in 1968. According to Locke, goals have a way of stimulating employees to improve their performance. He asserted that, “a goal refers to future valued outcomes, and that the setting of goals is a discrepancy-creation process” (Locke & Latham, 1994, p.12). Ordinarily, most employees are driven by the kind of goals they set for themselves and would do anything possible to see those targets achieved. Aside inducing employees to work, goal-setting assist management in developing action plans to guide employees.

Once the organisation has a corporate goal in mind, management would be able to design strategies and appropriate courses of action that would provide a roadmap to direct employees' effort towards the achievement of the designated goal (Locke & Latham, 2006). Locke and Latham identified some fundamental principles which are necessary for ensuring the effectiveness of the theory. These include; clarity, challenge, commitment, and feedback.

Clarity

Clarity implies that the goal being set should be well defined in clear terms. Lock and Latham (2006) noted that clarity should not be limited to the absence of ambiguity, in that, a clearly defined goal should also be measurable and achievable within a well-defined timeline. When clarity is achieved, it would give employees a sense of focus and direction that would go a long way to influence the performance of the employees.

Challenge

Challenge measures the level of difficulty of the goal. Employees are able to perform better when the goals to be achieved stretch them to go beyond the current capacity ((Locke & Latham, 2006). The concept of challenge should be well handled as it can have negative consequences on the performance of the employees. Locke noticed that when difficult goals are set for employees, it stimulates them to work hard. Challenging goals induce employees to mobilize energy and increase their efforts and persistence so they can go beyond their comfort zone to achieve the designated goal.

The achievement of a goal in itself can serve as a motivational tool, in that, achievement offers employees some level of satisfaction and contentment which can stir the employees to take up higher challenges. It is trite noting that

when the goal is too difficult, it can have adverse effect on their morale. As a result, the goal to be set should be able to achieve a decent level of difficulty which would motivate employees to work hard to achieve them. Again, when the goal is too easy, it would make the employees complacent and this could also impact the overall performance of the organisation.

Commitment

Commitment can be basically explained as the quality of being dedicated to a course of action or activity. The extent to which an organisation is committed to the goals it sets, goes a long way to influence the ability of the organisation to achieve the targets set (Locke & Latham, 2006). Oftentimes goals management are unable to achieve their target because they were not fully committed to the goal set. It takes commitment for individuals to consciously put up efforts towards the achievement of the goal.

Feedback

Feedback in an organisation is defined as an information about one's performance of a task which is used as justification for improvement and development. It therefore provides management with information concerning the progress made towards the achievement of the organisation's goal. It is more like a progress report that enables employees to appreciate the extent to which they are achieving the target set for them (Locke & Latham, 2006). Feedback ensures that employees are able to maximise their potential at different levels of training, raise their awareness of strengths and areas that need to be improved. It also helps in identifying actions that need to be taken to enhance an employee's performance.

The theory's relevance to the study is that, employees would improve performances if existing performance management systems have clearly defined goals. As such, feedbacks obtained from these PMSs would be geared towards achieving the organisational goals. Moreover, most employees are driven by the kind of goals they set for themselves and that of the organisation and thus would do anything possible to see those targets achieved. They therefore expect the existing PMSs to help them attain those targets. Aside inducing employees to work, goal-setting assists management in developing action plans to guide employees through efficient PMSs. If PMSs are not objective, clear, challenging and goal directed, their presence would not be relevant to employees and in turn affect performances.

Expectancy theory

The expectancy theory is a major theory underlying the concept of performance management (Steers, Mowday, & Shapiro, 2004). According to Salaman et al. (2005), the expectancy theory was proposed by Victor Vroom in 1964. According to Vroom, the reason why people behave in specific manner can be attributed to the outcome they anticipate from their behaviour. Thus, the expected outcome serves as a form of motivation in support of whatever course of action they undertake. The theory is hinged on the premise that individuals in an organisation modify their behaviour based on the satisfaction they anticipate to receive from the achievement of those goals they so cherish. As a result, individuals would modify their behaviour in a manner that would enable them achieve their goals in the most realistic sense.

Vroom (1964) backed his expectancy theory with four key assumptions. The first assumption is that, people join organisations because of the kind of

expectations they have about their needs, their level of motivation as well as the kind of experiences they have had in the past. The second assumption is that the way and manner an individual behaves is as a result of a conscious choice they make which is based the expected outcome they perceive to obtain. In that, people are at liberty to consciously decide how they want to act or behave. The third assumption is that people expect different things from an organisation. Some may join because they want a good salary, others are in for job security, prospects for career advancements, desire for challenges, and many other reasons.

Moreover, the last assumption is that, to maximise their personal outcomes, individuals will choose among alternatives. Simply put, Salaman et al. (2005) opined that the employee performance is fundamentally influenced by their expectation of future events. In support of the assumptions, Kroth (2007) identified some key elements to buttress the theory; expectancy, instrumentality and valence.

Expectancy

According to Vroom (1964), expectancy can be explained as a person's estimate of the outcome of the job-related effort he has exerted. Otherwise put, it is the belief a person has that his level of performance will bring him a step closer to the achievement of his desired goals. Thus, if the employee perceives that his/her efforts will not enable him to achieve his/her desired performance goals, his level of expectancy will be zero (0). However, if he/she can perceive with certainty that the effort would definitely help him/her achieve his/her desired performance, then his/her expectancy will be one (1). Generally, employees' estimate of expectancy is expected to lie between zero and one.

Instrumentality

Boamah (2014), intimates that the concept of instrumentality has a direct link with the level of reward employees expect in return for their desired level of performance in the organisation. The reward could be in the form of increase in their level of salary, bonuses, promotions and other work-related reward structures. In this regard, the level of reward employees expect for their performance serves as a motivation tool that would stimulate them to work harder (Park 2008). However, when the rewards for performing different works are the same, the level of motivation is expected to experience a decline.

Valence

Boamah (2014), explains valence measures the significance of the expected reward to the employee. Employees have different perceptions about different forms of rewards structures. Some employees may prefer an increase in salary to praise and recognition, to another employee, the desire of being recognized in the organisation is more valuable than the salary. Valence is said to be positive if the employee has a strong preference for the attaining the reward in question. The level of valence differs among employees on the basis of differential in needs, the kind of values they have, the goals they expected to achieve as well as the source of their motivation.

The relevance of this theory to the study is that, employees in an organisation adjust their behaviours based on the satisfaction they anticipate to receive from the achievement of those goals they so cherish. As a result, employees would modify their behaviour in a manner that would enable them achieve their goals in the most realistic sense. They also expect the organisation's existing PMSs to assist them in attaining those expectations as

such, poor PMSs could hamper their expectations and thus affect their performances. The theory further stresses that the level of reward associated with meeting the PMS criteria could also induce employees to meet the level of performance in the organisation. As such, employees' expectations from existing PMSs could have immense impact on their performances.

Concept of Performance Management

The concept of performance management system has gained widespread attention in recent times. This has been attributed to the increasing importance of human resource management in every organisation. As a matter of fact, the success of every organisation is largely linked with the organisation's ability to coordinate and bring out the best in their employees so they can work together for the achievement of the organisations core mandate and objectives. This is what performance management seeks to achieve. Lawler (2003) observed that performance management revolves around managing the efforts of employees with respect to the outcomes of their performance. Thus, the effectiveness of performance management depends on management's ability to clearly define performance targets against which employees' efforts would be compared.

Once the targets have been well defined in clear terms, employees would be challenged to strive to achieve the target. However, as to what constitutes good performance is highly subjective. It is therefore very necessary for management to adopt a feedback behaviour-based measure in order to increase the effectiveness of performance management. The feedback behaviour-based measure will enable management to appreciate employees' perception of the entire process so they can make contributions to enhance the management process (Lawler, 2003).

In another dimension, Appelbaum, Bailey, Berg and Kalleberg (2003) viewed performance in line with the AMO-model. From this perspective, he observed that performance could be expressed as a function of employees' Ability (A) the degree of Motivation (M) provided by management, and the Opportunities (O) given to them to participate and share in the management process. This means that an organisation that organizes its work process in a manner that gives employees opportunities to express themselves would be able to unleash the potentials of employees for the benefit of the organisation. In this regard, it is very prudent for organisations to configure their structure in a flexible manner that would allow non-managerial employees to participate, by allowing them some form of autonomy so they can contribute their discretionary efforts for the success of the organisation.

According to Armstrong (2012), organisations, in their quest of achieving better results employ performance management guide them in the achievement of their desired objectives. Thus, Performance management is defined as, "A process of designing and executing motivational strategies, interventions and drivers with the objective to transform the raw potential of human resource into performance". The idea stems from the belief that, inherent in every individual lies a potential which ought to be unearthed. Thus, management ought to develop the right structures that would stimulate employees to bring out the best in them.

Brudan (2010: 110) defines performance management as "a discipline that assists in establishing, monitoring and achieving individual and organisational goals." Performance management can also be defined as "the process of defining goals, selecting strategies to achieve those goals, allocating

decision rights, and measuring and rewarding performance” (Ljungholm, 2015: 190). Gerrish (2016) describes performance management as a system or mechanism which assist organisations to develop work exceptions and objectives for the organisation. Management can therefore capitalise on it as a tool useful for evaluating employees’ performance. Once this is achieved, it would again enable management in identifying the development needs of employees so they can put adequate measures in place to address them.

Armstrong’s idea is supported by Kandula (2016) who viewed performance management as a catalyst which is very necessary for removing intermediate barriers in order to motivate human resource to beyond their limitations so they can convert their potentials into performance. In this light, performance management can be considered as the tool relevant for the conversion and utilisation of innate potentials into deliverable performances. Kandula identified two facets of performance management; general performance management and human resource (HR) related Performance Management. The conventional definitions for performance management have been made from the human-resources perspective with the core objective of helping organisations develop the potential capabilities of their employees.

This is what performance management primarily seeks to achieve; to manage and motivate employees so as to bring the best in them. As human resource management exerts a great deal of influence on the management and employees of every organisation, it plays a key role in the successful implementation of performance management in an organization. For performance management to be successful, it is very necessary that management

reviews and streamlines its policies so as to achieve some level of compatibility with performance management schemes (Mabogoane & Crouch 2011).

Performance Management Systems

Performance management systems can be generally perceived as a structured information-based procedure employed by management to maintain or alter the way of business of an organisation so it can be positioned on the right track for the achievement of its corporate goals and objectives. Performance management system is primarily aimed at improving the quantity and quality of employees' input (DeWaal, 2008). According to Aguinis (2009), performance management system is a dynamic structure which assists management in making accurate decisions by enabling them to collect, analyse and monitor information pertaining to the ongoing performance of the organisation. Thus, it can be employed as an efficient administrative tool useful for making pertinent decisions about the organisation, particularly those that pertain to human resource.

Much as the system is useful in assessing the strengths and weaknesses of employees, i.e. employee evaluation, it again provides a mechanism that allows employees to communicate their expectations of the organisation. This inherent feedback system enables management to see things from the employees' point of view so they can make necessary adjustments to improve upon the entire organisation process (Hvidman & Anderson, 2016).

Types of Performance Management System

This section discusses the major types of performance management systems as revealed by existing literature. These types have been found to

include 360-degree feedback appraisal, Balanced Score Card, Self-Appraisal; Critical Incidents Method, management by objective and peer review system.

360-degree feedback appraisal

This is a comprehensive form of performance appraisal. With this system, the evaluation of the employees' performance is not left in the hand of management alone. This system does not replace the traditional one-to-one process and as such can be deployed as a stand-alone developmental system (Foss, 2007). As a feedback process, the various stakeholders that have a connection with the employee are given the opportunity to assess the employee (Julnes, 2008). The employees are not only assessed by their supervisor, but also their peers, direct reports and sometimes by the customers of the firm.

At the end of the evaluation process the employees are presented with a report that shows the analysis of how they were perceived by others. This feedback is mostly provided on a form indicating job and skills criteria and the scoring/value judgement system. According to Gold (2010), the system should assist the employees in assessing themselves using the same feedback instrument/system. He therefore added that, an advantage of this system is that it enables the employees to understand their personality, particularly with respect to their engagement at work, from an outside perspective (Gold, 2010).

Balanced Score Card

The balanced score card can be viewed as a more comprehensive approach of assessing and evaluating the performance of an organisation (Foss, 2007). According to Julnes (2008), balance score card is increasingly being adopted as a strategic performance management tool in most organisations. It

enables an organisation to get a holistic view of the performance of its employees and the organisation as a whole. Thus, how well the organisation performed is not only measured by the improvement that were experienced in productivity but goes further to employ other qualitative perspectives into the scene.

Hunsaker and Alessandra (2008) observed that the balanced scorecard has four main measures that are used in assessing the organisation's performance and they include; financial indicators, customer perspective, learning and growth and indicators from the internal processes. Tobin (2008) stressed that, balance score card assists organisations in meeting expectations of their employees, shareholders and customers. They also help organisations in achieving their strategies through continuous improvement in internal processes, learning and innovation, production and/or services. Julnes (2008) added that, this performance measurement system is also geared towards guiding people's actions towards improving present and future performances.

Self-Appraisal

Self-appraisal, also known as self-evaluation or a self-assessment, is a form of performance evaluation that gives the employees the opportunities to make a fair assessment of their performance for a defined period. Jones (2013) opined that management are not superheroes to be able to remember every single details of the employees' performance for the entire year under review since they also have their own individual issues to worry about. As a result, employees should be offered the opportunity to reflect and ponder over their individual performance and assess themselves. In undertaking the self-appraisal exercise,

employees should give due consideration to their strengths and weaknesses, as well as those task and skills they enjoy doing most.

For the system to be effective, Raatma (2003) admonishes that employees should be very much honest with themselves when they are carrying out a self-appraisal exercise. Employees should therefore brainstorm and outline their strengths and the skills/tasks they most prefer. Supporting Raatma's stance, Robbins and Stance (2007) observed that, once the appraisal is not done from an honest point of view, employees with high self-esteem may appraise themselves better than they should, and those with poor self-esteem may underrate themselves. When this occur, the reliability of self-appraisal would be defeated.

Critical Incidents Method

Critical incidents method is another form of performance appraisal which involves keeping track of employees' performance as long as they are engaged at the work place (Noe, Hollenberk, Gerhaert & Wright, 2007; Owoyemi & George, 2013). Critical incidents are those actions that have the tendency of significantly impacting the effectiveness of the organisation as it strives to achieve its desired targets and objectives. The impact could either be positive (favourable) or negative (unfavourable). With this method, management makes a documentation of the favourable and unfavourable happenings that occur in the employees' course of work. When the period is over and the employees are to be assessed, management would give due consideration the records as well as other information that have influenced in the performance of the employees (Varma, Budhwar, & DeNisi, 2008).

Piskurich (2006) observed that most managers do not make a conscious effort to keep track of the performance of their employees thus it is more likely

that management would rely on the most recent performance of employees as they unable keep track of the year-round performance of the employees. This impedes the effectiveness of the evaluation process. According to Varma et al. (2008), critical incidents approach enables management to make a fair assessment of the performance of employees. As a rule of thumb, most companies evaluate the performance of their employees at the end of the year or on a bi annual bases. This make the critical incident approach very necessary in obtaining a fair assessment of the employees' performance as it provides a documented record of the ongoing performance of the employees even as the year unfolds.

Management by Objectives (MBO)

Management by Objective (MBO) is a performance measurement system ensures that set objectives are specific, measurable, achievable, realistic and time-bound (S.M.A.R.T.) (Sparrow, 2012; Tobin, 2008). This system ensures that employees are committed to the organisational goals in terms of performance and productivity. This system basically focuses on employee motivation, but due to its processes, it is also used to evaluate performances. (van Westhuizen et al., 2011). They added that, MBO involves both management and employees who jointly develop and agree on particular goals and develop action plans.

According to Cole (2012), supervisors are expected to assist employees reach their set goals and as such they need to collaborate to review the extent to which objectives were accomplished. MBO is useful in evaluating employees' performances to determine the extent to which they have attained set goals and objectives. Sparrow (2012) added that, MBO provides a unique form of result-

oriented appraisal and as such both parties (management and employees) should agree beforehand on specific objectives and measures. Two common elements of MBO have been identified in some literature by (Agarwal, 2011; Kondrusuk, 2011). The first element indicates that, employees are included in goal-setting and managers are to collaborate in determining goals and performance measurements for the employees. The second element indicates that, objective feedback should be provided towards accomplishing set goals.

Some advantages of MBO have been identified in existing literature and they include: improve employee motivation, improve overall performance and efficiency, improve communication, ensure the attainment of goals, flags up and highlights training needs of employees and it enhances employee commitment and satisfaction (Agarwal, 2011; Aguinis, 2013; Kondrusuk, 2011). On the other hand, this system has disadvantages such as: requires immense cooperation of all employees, bureaucracy and time-consuming, encourages short-term rather than long-term growth, objectives may go out of date and can limit staff initiative and creativity (Kondrusuk, 2011; Noe et al., 2011; Ahmad & Bujang, 2013). Despite these limitations, MBO has been regarded as one of the widely adopted performance management system across the globe.

Peer Review

Peer review as a performance management system focuses on peers evaluating the performances of their colleagues. Peer evaluation is mostly used when the superiors are mostly absent or the appraisal process requires an additional review to confirm the findings of the superiors (Reynolds, 2009). Abston (2011) revealed that, peers may have a clear and better understanding of what their colleagues do since they interact frequently. Also, peers are in most

cases directly affected by the actions of their colleagues either positively or negatively. He added that, peers can equally evaluate the ability of their colleagues since they interact individually or ingroups on a daily basis.

Vukotich (2014) revealed that, peer evaluation may come with some setbacks since fellow colleagues may be biased during the appraisal process. He added that, there is unclear research supporting the validity and reliability of peer review. Peer review could be affected by personality conflicts (Abston, 2011; Ochoti, Maronga, Muathe, Nyabwanga & Ronoh, 2012). However, this system saves time, less costly and ensures that faster feedback is obtained. Ochoti et al. (2012) added that this system provides long term benefits if it is effectively used thus devoid of personality bias and conflicts.

Graphic Rating Scale (GRS)

The graphic rating scale is another type of system used for evaluating performances of employees in both the private and public sectors. It is known as one of the frequently used appraisal scales (Noe et al., 2007; Noe, Hollenberk & Gerhart, 2011; Parab, 2008). Noe et al. (2011) revealed that, the GRS is primarily used to evaluate performances based on quality and quantity of work done. In terms of this rating, only specific areas of employees are evaluated and therefore the rater marks the employees by a particular scale that best describes their performances in the organisation.

According to Parab (2008), traits or behaviours that are necessary for effective performance are listed out and each employee is then rated against them. The rating therefore helps employers to quantify the traits displayed by their employees. These traits usually include quality of work, teamwork, sense of responsibility and they are rated on a 5-point scale with 1 (non-existent), 2

(average), 3 (good), 4 (very good) and 5 (excellent). Hollenberk and Gerhart (2011) added that, the GRS should be behaviourally based, relevant to the behaviour being measured, unambiguous and well defined. They revealed that, GRS helps organisations to analyse employees' performances in quantitative terms and as such their behaviours can easily compared and contrasted. The GRS also ensures greater standardisation of items which ensures that comparability with individuals performing similar duties are possible.

Benefits of Performance Management System

A well-established set of performance measurement manifest its importance and benefits in diverse ways. According to Otley (2009), performance standards which supports an organisation's values provides a premise for making pertinent decisions bothering on areas pertaining to salary administration, pay increases and promotions. Again, performance management system enables organisations to identify the development needs of their human resources so they can devise appropriate strategies to meet them. This will again enable them to identify capacity gaps so they can be filled to equip employees with the relevant skills and competencies needed to enable them fulfil their job requirement (Otley, 2009). Otley added that, PMS can improve employees' commitment, build positive working relationships and mutual understanding.

According to Aguinis (2011), effective performance management systems goes a long to help organisations increase their level of productivity. They can also help promote successful attainment of organisational objectives. Further observations indicated that the performance of an organisation does not only affect the owners of the organisation, but extends to impact the well-being of the society and country. As organisations exist in an environment, their

success or failures will invariably affect the society within which they operate. As a result, the performance management system helps to transform the organisation into one that is committed to providing service to the public in a user-friendly manner in order to benefit the society at large (Otley, 2009).

To employees, a study by Thabo (2011) revealed that, a good performance management system enables them to work towards achieving common goals, provides clear understanding of job expectations, provide regular feedback about performances, facilitate communication among them, provide steps for improving performance and it provides rewards for good performances. Kandula (2016) added that, a well-established and efficient performance management system would enable employees to unlock the innate latent potentials to improve upon their personal competencies and skills. This will go a long way to help reduce the time and energy spent in doing their job. The benefits may also be reaped in the form of financial gains and incentives which would help produce a vibrant and motivated workforce for the organisation.

Challenges of the Performance Management System

Studies by Tobin (2008), Trakoli (2011) and Sparrow (2012) have revealed major challenges associated with PMSs and as such, failure to address them could go a long way to affect overall performances of employees. Commitment from top management has been recognised as one of the major obstacles in the successful implementation of a performance metrics. According to Sparrow (2012), oftentimes performance metrics are unsuccessful because they do not get the full support of management. It has been realised that,

management mostly of perceive the system as an administrative burden which has no relevant to the achievement of the organisations goals.

As a result, management may see no need for committing funds and energy into something that would yield no benefit. This confirms the assertion made by Trakoli in 2011. Defining commitment as the willingness of an individual to remain loyal to focusing his energy toward the implementation of a process, Trakoli opined that, individuals will oppose change so long as they are unable to see clear and reliable gains. Performance appraisal is an activity which when handled poorly can lead to gross dissatisfaction among employees, eventually affecting their morale and performance. Tobin (2008) observed that the outcome of performance appraisals goes a long way to influence the level of rewards employees are likely to receive. Thus, for the system to be reliable, there is the need for a high level of professionalism and objectivity in the assessment of employees.

However, in reality, the opposite tends to happen. Performance appraisals are tainted with a great deal of subjectivity and this affects the fairness of the system. To talk of fairness, most managers tend to favour employees who are loyal to them without given due consideration to their actual performance and this amounts to discrimination (Sparrow, 2012). Again, according to Sparrow, most of the people trusted with the task of appraising employees do not have the requisite skills for evaluating the employees.

The effectiveness of the performance system is influenced by the ease with which the participant can interact with the system. Gold (2010) noted that there are several factors to be considered in ensuring the effectiveness of the appraisal system. The user friendliness will make it convenient for employees to

appreciate the system and this has been a major challenge to most organisations since time immemorial. Thus, the content should be well documented and void of any ambiguities and unnecessary questions. However, Gold further found that, most of the contents of performance appraisal forms are user unfriendly leading to bias responses from employees. This in turn affect the effectiveness and objectives of the performance management system and in turn makes it irrelevant.

Another challenge of concern has to do with the agreement on the performance metrics to be used. Both management and employees rely on the metrics to be used, thus it is very necessary that both parties understand and agree on the metrics before involving themselves in the implementation process. According to Sparrow (2012), management sometimes exhibit some level of apathy towards the system and show no serious commitment because they do not have an in-depth understanding of how the system operates. Also, most of the PMSs are prepared without the contributions of employees thus their implementations are difficult to be accepted by the latter. Level of disagreement with performance metrics between employees and management has increased in recent times and this usually affect the effectiveness of the systems (Newstrom, 2011).

A study by Newstrom (2011) revealed that for a performance management system to be sustainable and functional, there is the need to carry out periodic review of the system. As the business environment is very dynamic to changes, it becomes necessary to carry out periodic review so that the system can be realigned and made compatible with the prevailing trend of business. This however is not the case in reality. Kroll, Neshkova and Pandey (2017)

discovered that, lack of periodic review is one of the challenges impacting the effectiveness of performance systems in most organisation. When periodic review is addressed with a sense of urgency, management would be able to produce a robust and useful performance system that would go a long way to help the organisation achieve its intended goals and corporate objectives.

Moreover, other scholars have revealed other challenges to include appraiser inexperience, employee resistance, the appraisal system no linked to rewards and lack of focus (Ahmad & Bujang, 2013; Torrington & Hall, 2009; Westhuizen 2011). In a study by Maina (2015), other challenges of performance management systems were revealed. These challenges included: limited transparency, minimal communication, not updated regularly, lack of understanding, low staff morale, no consideration of staff members growth, lack of staff involvement, not addressing demotivated staff, no improvement in organisational goals and it is only done as a formality. In Maina's study, limited transparency, minimal communication and not updated regularly were found to be the major perceived challenges of the system by staff in the Nairobi office of Food and Agricultural Organisation (FAO).

Concept of Employee Performance

Employee performance can be defined in two ways: it can be seen as an outcome or consequences of action (Aguinis, 2007). In this case, work performance can be defined as the execution of assigned tasks. Aguinis (2007) was of the view that performance is about specific behaviour of employees. It also refers to something that employees do and not about what employees produce or the result of their work. According to Honiball (2008), work performance is the action or behaviour that is relevant to achieving organizations

goals. Those employees who believe that the organization is trying to supply their needs may have a sense of responsibility in relation to rendering the organization through high work performance.

According to Pettijohn, Pettijohn and d'Amico (2001) cited in Vignaswaran (2005) one of the most important purpose of employees' participation in activities related to identification of purpose and feedback is increasing work performance. Employees commitment towards the organization is enriched when they sense that organizational feedback is geared towards supporting them and they in return perform better. Also, employees that obtain a better feedback from the environment are more committed as compared to those who receive less feedback. The feeling that is given to the employee in relation to performance appraisal has tremendous effects on the kind of respect that he or she grants for him/herself and exceedingly affects his or her future performance.

Employee Performance Measurement

The concepts of performance are studied through evaluation of overall performance and the management of the performance and the evaluation of performance is the process classifying certain outcomes within a definite timeframe (Coens & Jenkins, 2002). Moreover, the axiom, 'If you can't measure it, you can't manage it,' underpins the rationale for organization having a completed and comprehensive performance measurement system such as the Balanced Scorecard or total quality performance management. This approach connects measures throughout an organization to translate high level objectives into lower level activities. Then, measures are imposed on individual employees to monitor their performance of these activities (Platts & Sobotka, 2010).

Performance criteria need to be unambiguous, clearly explained, relevant to the work tasks undertaken by employees and achievable. The criteria should not include factors beyond the control of the individual employee. Supervisors also need to be trained to provide regular, meaningful and constructive feedback. Employees should also be provided with appropriate training and development opportunities to overcome weaknesses in performance identified through the appraisal process. The assessment of individual employee performance also needs to focus on evaluating employee behaviour and work performance and not the personality of the employee (O' Donnell & O' Brien, 1999).

In Bhatti (2007) and Qureshi's (2007) perspectives, productivity is a performance measure encompassing both efficiency and effectiveness. Labour productivity means the output of workers per unit of time which is a commonly used and straightforward measure of productivity. The growth rate of labour productivity is approximately equal to the difference between the growth rate of output and the growth rate of the number of hours worked in the economy (Christopher Gust& Jaime Marquez, 2004). High performing, effective organizations have a culture that encourages employee involvement. 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, labour productivity also could be impact by continuing information technology innovations which has the potential of changing the competitive game for many organizations (Mukhopadhyay, Javier Lerch& Mangal, 1994). If employee output is produced by two factors, labour and capital, then the growth of labour productivity depends upon the rate of 'capital

deepening' and the growth of 'multifactor productivity' (Christopher Gust& Jaime Marquez, 2004).

Empirical Review

This section presented empirical reviews in relation to effect of performance management system on employee performance.

Performance Management System and Employee Performance

This section presented reviews of extensive literature in relation to employees' perception of the performance management system and its effect on employee performance. Kolb and Osland (1995) suggest that appraisal is a process that begins long before the appraisal interview and consists of reviewing legal requirement; translating organizational goal into individual objective or requirements; setting clear expectations for job performance and communicate both training and coaching that they require to meet the expectations. They further found supplying adequate supervision, feedback, and coaching throughout the years; acknowledging employee accomplishments and diagnosing employee's relative strength and weaknesses and presenting all of these accurately during the appraisal interview to establish performance goals and development, plan with the employee, which include an action plan for improved performance or further education and the efficient future use to the employees' abilities.

Meyer and Herscovitch (2001) noted that, the perception of fairness demonstrates organizations' commitment to its employees. Often, managers perceive performance appraisals as a yearly event. A study by Vignaswaran (2005) in Peninsular, Malaysia on the relationship between performance

appraisal satisfaction and employee outcomes. A total of 900 questionnaires were distributed, of which 311 were retrieved and used for data analysis (representing 33% of response rate) descriptively revealed that the level of employees' satisfaction with performance appraisal is low with mean of 3.35 and standard deviation of 0.69. The correlation analysis also showed a positive yet weakly correlated ($r=0.162$, $p<0.01$) performance appraisal satisfaction with work performance while, regression analysis also revealed that performance appraisal positively influences work performance of employees in Peninsular.

Vance (2006) says that performance appraisal is meant to engage, align and unite individuals and group effort to constantly improve the execution of the overall organizational mission. He disclosed that, performance appraisal provides a basis for identifying and correcting disparities in performance. Thus, according to him, performance appraisal is activities oriented. He further said that it may also provide the foundation for other employees' actions which typically include: (1) performance pay, (2) promotion and placement, (3) recognition and rewards, (4) training and career development, (5) identifying selection criteria and (6) disciplinary actions. He further stated that the success of these actions primarily depends on the (1) systems and measures (criteria) (2) culture and (3) the perceived attitudes and needs of participants with their jobs.

Townley (2009) suggests that such relation has proved indirectly in studies about appraisal system on employee performance. In this regard results of this study show that if reflections which are gained from performance appraisal satisfaction are invested in employees' development, then employees will probably compensate it through increasing of effective commitment. Poon, (2010) states that Performance appraisal dissatisfaction will affect employees'

tendency to quit job position through decreasing of job satisfaction. Moreover, in the performed researches results demonstrate that decreasing of organizational commitment results in employees' tendency to quit job position. By considering the above results, we can conclude the existence of a positive relation between Performance appraisal satisfaction and effective commitment and a negative relation between.

Alwadaei (2010) conducted a study on employees' perception of satisfaction with performance appraisal of electricity and water authority in kingdom of Bahrain where 258 data were collected from sample respondents. The descriptive finding of the study revealed that there is a low performance appraisal satisfaction with mean of 2.66 and standard deviation of 1.14. The study discovered that employees are dissatisfied in the existing performance appraisal system. An empirical study on performance appraisal impact on attitudinal outcomes and organizational performance was conducted by Ahmed, Ramzan, Mohammed and Islam (2010). Using a sample size of 127, the Pearson product moment correlation was used in the analysis. The study revealed that there is a statistically negative and significant relationship ($r=-0.811$) that indicate a clear correlation between the respondents' perception of performance appraisal satisfaction and employee turnover intention.

Performance appraisal satisfaction and tendency to quit job position. This shows the importance of paying attention to employees' motivation in order to enhance their level of performance in the organization. In general, Arnold and Feldman (2011), appraisal system on employee performance from the evaluation system of the organization's performance could have a positive effect on their work performance and commitment to the organization and has a negative effect

on their tendency to quit job position. These findings put emphasis on this case that system of performance evaluation affects employees' attitude and behavior; therefore, employees should experience positive reflections of evaluation.

Contemporary research studies have also linked performance appraisal to performance of employees as Daoanis (2012) revealed that performance appraisal practice have a significant and positive impact on the performance of employees. It can clearly be seen that scholars are of the similar opinion that performance appraisal is a process of evaluating the performance of an individual (Bohlander & Snell, 2007; Cardy & Dobbins, 1994; Dessler, 2008, Tziner, Murphy, Cleveland & Roberts-Thompson, 1991 and Vallance, 1999). According to Monis and Sreedhara (2010) on the correlates of employee satisfaction with performance appraisal system in India indicated that satisfaction of respondents to performance appraisal system is moderate with mean of 3.50 and standard deviation of 1.141. In the study, 129 responses were completed (representing 79.14% of response rate) which were used for data analysis out of a total of 163 distributed questionnaires.

Saeed and Shahbaz (2011) also conducted a study on employees' perception about the effectiveness of performance appraisal in the case of Pakistan. In the study, 137 responses were completed and used for data analysis (representing 91.33% of response rate) out of a total of 150 questionnaires distributed. The finding revealed that the employees' perception about the effectiveness of performance appraisal is high with a mean of 4.02 and standard deviation of 0.515 and the level of work performance were also high with mean of 4.12 and standard deviation of 0.846. The finding indicated that the sampled

employees are satisfied with the existing performance appraisal system thus increased work performance.

A study conducted on civil servants in Pakistan discovered that PAS is not performing optimally and is not capable of achieving the desired results (Ikramullah, Shah, Khan, ul Hassan and Zaman, 2012). However, in the Philippines, it was witnessed that most of the employees in the public sector get either a very satisfactory or outstanding performance rating. Ironically, Berman (2011) discovered that the public perceives the civil servants as generally incompetent and inefficient in the country.

Fakharyan, Jalilvand, Dini and Dehafarin (2015) conducted a study on the effect of performance appraisal satisfaction on employees' outcomes employed on the moderating role of motivation in work place of Tehran, Iran revealed that there is a relationship between performance appraisal satisfaction and work performance of employees on the significance level of $p \leq .05$ ($r=0.15$, $sig=0.001$) and performance appraisal satisfaction and turn over intention was significant on the level of $p \leq .05$ ($r=-0.77$, $sig=0.001$). However, the regression analysis result show that performance appraisal satisfaction has a direct but little ($\beta = 0.08$) impact on work performance. The study was carried out using accidental sampling technique where 77 samples were selected out of 404 populations.

Warokka, Gallato, Thamendren and Morothy (2016) also conducted a study on organizational justice in performance appraisal system and work performance. In this study, data were collected from 151 sampled respondents. The descriptive finding of the study revealed that performance appraisal satisfaction was moderate with mean of 3.49 and standard deviation of 0.76 and

the level of work performance was also moderate with mean of 3.70 and standard deviation of 0.46. Majority of the empirical literature reviewed revealed that employees' perception of performance appraisal had significant and positive relationship with work performance.

Chapter Summary

In summary, the study employed the goal setting theory and the expectancy theory to underpin the study's research objectives. The study also considered the concept of performance management and it was realised that performance management is a necessary system whose application can help organisation reap tremendous results particularly in the area of human resource development. Although the performance management offers rewarding benefits, it may encounter challenges which can impede the successful implementation of the system. Among the challenges were non-commitment of leadership, user unfriendliness of the system as well as the absence of periodic review of the performance management system.

CHAPTER THREE

RESEARCH METHODS

Introduction

The purpose of the study was to examine performance management systems in La Dade-Kotopon Municipal Assembly in the Greater Accra region of Ghana. This chapter focused on the methods employed to collect, process and analyse data in the research process. The chapter specifically discussed the research design, study area, study population, sampling procedure, data collection instrument, data collection procedure, ethical considerations and data processing and analysis of the study.

Research Approach

The choice of a research design is basically dependent on the approach employed in the study (Creswell & Creswell, 2014). According to Hair, Black, Babin, Anderson and Tatham (2010), a research approach is a plan and/or procedure that contains relevant steps from broad assumptions to detailed data collection methods, analysis and interpretation. An approach is generally reliant on the nature of the research problem needed to be addressed. As such, various scholars have revealed three (3) major forms of research approach: quantitative, qualitative and mixed approaches respectively (Haer & Becher, 2012; Hair et al., 2010; Saunders, Lewis & Thornhill, 2015). In regards to the research problem and the objectives of this study, the quantitative approach was adopted. This was because, a quantitative approach is an approach that allows the use of quantitative techniques (descriptive and inferential) in describing issues in the study (Creswell, 2014).

Creswell and Creswell (2014) also added that, the quantitative approach enables the collection and analysis of data using numerical in bid to attain its purpose and also for generalisation purposes. As such, this approach was suitable for examining perception about existing performance appraisal system (PAS) of an organisation. This is because, values can be assigned to responses and analysed using descriptive tools in order to achieve the study's purpose objectively.

Research Design

In relation to this research, the descriptive research design was adopted despite the presence of other major designs such as explanatory/causal and exploratory designs. The choice of this design was prompted by the study's research problem and research objectives. A descriptive design is a design for which the purpose is to produce an accurate representation of persons, events or situations (Hair et al., 2010). The design has an advantage of producing good amount of responses from a wide range of people (Creswell, 2014), and it can also be used with greater confidence with regards to particular questions of special interest or value to a study (Saunders et al., 2015).

However, this design has some weaknesses such as time consuming when ensuring a representative sample and when trying to ensure a good response rate (Best & Khan, 2016). Also, there is a limit to the number of questions that any questionnaire can contain and responses obtained are primarily based on respondents' own opinions thus could be influenced (Robson & McCartan, 2016; Wildemuth, 2016). In spite of these weaknesses, the descriptive survey design was considered the most appropriate for the study.

Study Area

The study was conducted within the scope of La Dade Kotopon Municipal Assembly (LaDMA). This assembly is among the sixteen (16) district assemblies in the Greater Accra Region of Ghana. The district was carved out of the Accra Metropolitan Assembly in June 2012 by the Local Government Act, 1993 (Act 462) with Legislative Instrument (LI 2133) in line with Government's objective of deepening grass root development and decentralization by bringing larger Metropolitan, Municipals and District Assemblies to manageable size. Further back in the 1990's, this Assembly was part of Kpeshie which was then divided into three: Teshie, Nungua and La sub metros in 2003. La Dade-Kotopon is regarded as the richest District Assembly in Ghana due to the huge funds it generates from property rates alone.

Moreover, the Assembly boasts of Accra Airport City, a modern business enclave with multi-storey, highly valued commercial properties of hotels, offices and shopping malls. The vision of the Assembly is to establish an assembly which could be regarded as the best administered municipal assembly which offers substantial development to its people. Its mission is to provide socio-economic development for its people through effective mobilisation and deployment of fiscal, material, human and natural resources with collaborations of stakeholders. To achieve the mission of the Assembly, there currently exists 316 staff working in various departments. As such, it was prudent to assess existing performance management systems in bid to help maintain its importance in evaluating staff performances. The study focused on the staff's perception about the assembly's current performance management system.

Population

A population is defined as a target group which is of interest to a study (Leedy & Ormrod, 2010). The population of the study comprise the entire staff from the thirteen departments of La Dade-Kotopon Municipal Assembly in the Greater Accra Region of Ghana. Specifically, the assembly has a population size of 316 staff (both permanent and casual) (LaDMA, 2015)..

Sampling Procedure

According to Yin (1994), a sample is chosen when it is highly difficult to reach out to an entire population generally because of its relatively large size. In this regard, the study chose a sample to represent the population due to its large size and the difficulties associated with obtaining data from each of them. Using the Krejcie and Morgan (1970) sample size determination table, the study sampled 175 staff of the assembly. This sampling table provides a scientific justification for choosing the sample size of study.

Moreover, the simple random sampling technique was employed to randomly select respondents from the population to participate in the collection exercise. This sampling technique is a probabilistic tool for selecting respondents in a quantitative study (Robson & McCartan, 2016). It gives every member an equal chance of being selected (Newman, 2016) and thus, the selection process is not based on subjectivities. It is also considered a fair way of choosing members and its highly noted for its ease of use. In this research, values 1 to 10 were written on pieces of papers, folded and put in a card box. The card box were taken round to each department and staff were made to pick a piece of paper each after the box had been shaken to ensure a fair mix. Staff who picked even numbers were selected as respondents for the survey.

Data Collection Instrument

The choice of a data collection instrument is highly dependent on the research problem, research questions and the research approach (Newman, 2016). As such, the study employed the structured questionnaire, a primary tool, as its data collection instrument. Leedy and Ormod (2010) revealed that, a questionnaire is regarded as an efficient way of collecting statistically 'quantifiable data' and it could also be used to obtain responses from a large population within a short space of time. It is regarded as less expensive and less time consuming than with the other methods. In bid to achieve the study's objectives, the questionnaire was structured in relation to the objectives of the study and it contained only close-ended items.

Specifically, the questionnaire was made up of 5 sections with Section A soliciting for information on the demographic characteristics of respondents. Section B contained 7 items which were geared towards obtaining data on the first research objective in relation to the type of performance appraisal system (PAS) suitable for the assembly. Section C consisted of 10 items in relation to the second objective of the study, whereas Section D contained 10 items in bid to answer the third objective of the study. Finally, Section E had 5 items in order to obtain data on measurement of employee performance at LaDMA. It is to note that, items in Sections B-E were put on a 5-point likert scale with 1 representing least agreement and 5 representing highest agreement. Each item on the questionnaire was obtained from literature review section of the study.

Data Collection Procedures

Prior to the data collection exercise, permission was sought from the appropriate authority of the assembly through a permission letter endorsed by

the Head of Department of Human Resource Management. After permission was granted to carry out the collection exercise, care was taken not to disturb the activities of the respondents. This was achieved by administering the questionnaires at appropriate times such as lunch time which normally takes place between 12:30 noon and 1:30pm were used. Also, respondents who had inflexible schedules were allowed to indicate their own free times in order not to interfere in their activities. As such, time after work between 5:00 pm and 6:00 pm were sometimes used as well. The overall exercise took five (5) working days to complete due to the respondents' nature of work and also to enable them provide relevant responses.

However, major problems encountered during the collection period included difficulties in obtaining data from some respondents for fear of being punished by management. Also, some of the respondents complained of tiredness after work which made it difficult to obtain information from them. However, necessary arrangements such as persuasions and allowing some respondents to fill their questionnaires at home (convenience) were put in place to have a successful collection exercise.

Data Processing and Analysis

When the collection exercise was completed, the data obtained underwent rigorous scrutiny to ensure that any possible error arising from incomplete and/or wrongly filled questionnaires were taken out. The error-free data were then carefully coded and edited to avoid missing values (if any). The data were then processed using Statistical Package for Social Sciences (SPSS) (v.22) software and the results attained were then displayed in tables. The processed data were analysed using descriptive statistical tools such as

frequencies, percentages, means and standard deviations. The choice of this statistical tool was based on the research objectives of the study.

Ethical Considerations

A study by Patten and Newhart (2017) as cited in Bless and Higson-Smith (2000) revealed major ethical issues that need to be considered in every research. According to them, these major ethical issues include voluntary participation, right to privacy, anonymity and confidentiality of information. As such, all efforts were geared towards ensuring that all these ethical issues were attended to. For instance, with voluntary participation, every respondent was allowed to participate in the data collection exercise on his/her own free will. Also, the possible issues of right to privacy was realised by allowing respondents to answer the questionnaires on their own and unclear questions were appropriately attended to through their own convenient medium.

Further, the issue of anonymity was attended to by restricting respondents from providing detailed information about themselves on the questionnaire in relation to names, contact numbers and personal addresses. Respondents were also assured that none of their identities would be leaked to the public domain nor used for purposes other than this study. Finally, the study ensured confidentiality of information by assuring respondents that all information provided would be kept confidential. They were also assured that, none of the information provided would be used against them nor found in the public domain. To further deepen confidentiality of the data, respondents' names and staff identification numbers were not required in the completion of the questionnaire. Further the researcher solely delivered and received questionnaires to and from the respondents. This was aimed at ensuring that

fewer number of persons handled the questionnaire. In summary, the study ensured that all major ethical issues/considerations were appropriately addressed.

Chapter Summary

This chapter dealt extensively with the research methods employed to achieve the purpose of the study. The chapter generally discussed key elements such as research approach, design, population, sampling procedure, data collection instrument, data collection procedure, ethical considerations and data processing and analysis. The quantitative approach and descriptive research design were employed due to the study's research objectives. Moreover, the data obtained from distribution of structured questionnaires were analysed using descriptive statistical tools such as percentages, frequencies, means and standard deviations in bid to answer the four (4) research questions of the study.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The chapter discussed the results and presented the findings of the study. These results were guided by data collected through questionnaires. Specifically, the chapter entailed: socio-demographic characteristics of respondents, types of performance management system, perceived benefits of performance management system and the perceived challenges associated with the current performance management system. The chapter finally discussed the effect of performance management system on employee performance at La Dade-Kotopon municipal assembly.

Socio-demographic Characteristics of Respondents

This section presented the socio-demographic characteristics of the respondents. This was done to describe the respondents under study. Out of the 155 questionnaires retrieved from the respondents, 147 of them with a response rate of 94.8% was reliable for analysis. In this regard, the study's results were based on the responses from the 147 respondents. The socio-demographic characteristics of the respondents focused on sex, age, level of education and number of years respondents' have worked with the assembly. The results were presented in Table 1.

From Table 1, in relation to sex, 76 of the respondents representing 51.7 percent were males while 71(48.3%) percent were females. This means that majority of the administrative staff at the assembly are males. This implies that, involving administrative staff in decision making processes relating to the

performance management system on the basis of sex could affect the outcome. for instance, applying the majority carries the vote rule, males are likely to vote in favour of decisions which could favour them against their female counterparts and this could undermine the opinions of the latter. Thus, there should be equity and fairness during decision making processes concerning performance management system.

Table 1: Socio-demographic Characteristics of Respondents (N=147)

	Frequency	Percent
Sex		
Male	76	51.7
Female	71	48.3
Age		
18-30 years	39	26.5
30-40 years	57	38.8
41-50 years	43	29.3
51-60 years	8	5.4
Highest Level of Education		
Certificate	20	13.6
Diploma	31	21.1
First Degree	78	53.1
Master's degree	18	12.2
Number of years worked		
Below 5 years	13	8.8
5– 10 years	76	51.7
11 – 15 years	41	27.9
16 – 20 years	12	8.2
Over 20 years	5	3.4
Total	147	100.0

Source: Field Survey (2019)

Also, in terms of age, Table 1 revealed that 57(38.8%) of the respondents were between the ages of 30-40 years. This was followed by 43(29.3%) of them who were within the ages of 41-50 years, 39(26.5%) of them were within the ages of 18-30 years and finally, 8(5.4%) of the respondents were within the ages of 51-60 years respectively. This means that majority of the administrative staff are within their active working periods. As such, they could constantly improve upon their performances if the performance management system of the assembly meets their expectations.

In terms of the respondents' highest level of education, 78(53.1%) of them were 1st degree holders. This was followed by 31(21.1%) of the respondents with diploma, 20(13.6%) of them with certificates and finally, 18(12.2%) of them had Master's degrees respectively. This means that all the administrative staff were academically inclined with majority of them having first degrees from various tertiary institutions. This implies that the administrative staff could provide relevant information in relation to the assembly's performance management system.

Finally, in terms of the respondents' number of years worked with the assembly, Table 1 revealed that, 76(51.7%) of them have worked between 5-10 years, 41(27.9%) have worked between 11-15 years and 13(8.8%) have worked for less than 5 years. Also, 12(8.2%) of the respondents have worked for 16-20 years while 5(3.4%) of them have worked for over 20 years. This means that, on the average, majority of the administrative staff have worked with the assembly for about 5-15 years. This implies that, the administrative staff of the assembly have adequate experience with the performance management system thus could provide good judgement to aid generalisation of findings.

Perceived types of performance management system suitable for LaDMA

The section discussed the study’s result on the first research objective in relation to staff perception of the types of performance management system suitable for LaDMA. Data was analysed using means and standard deviations because it is suitable for ranking. The higher the mean score of any given indicator (type of performance management system), the higher it is perceived suitable for LaDMA. The results were presented in Table 2.

Table 2: Perceived types of PMS suitable for LaDMA

Performance management system	N	Mean	Std. Deviation
Graphic rating scale	147	3.41	1.334
Peer review	147	3.29	1.228
Management by objective	147	3.25	1.121
Critical incident system	147	3.10	1.049
Self-appraisal	147	3.04	1.146
Balance score card	147	2.78	1.150
360-degree feedback	147	2.53	1.160

Source: Field survey, (2019)

Table 2 revealed that among the various types of performance management system (PMS), the graphic rating system was perceived as the most suitable for evaluating performances at the assembly. This was because, the graphic rating scale had the highest mean score of 3.41 with a standard deviation of 1.334. This implies that the administrative staff of LaDMA prefer a PMS that evaluates their performances on the basis of quality and quantity of work done. This is because, the graphic rating system would enable the assembly to evaluate staff performances in key dimensions including quality of work, teamwork,

sense of responsibility and work output. The rating therefore helps employers to quantify the traits displayed by their employees.

According to Hollenberk and Gerhart (2011), the graphic rating system helps organisations to analyse employees' performances in quantitative terms and as such their behaviours can easily compared and contrasted. This system also ensures greater standardisation of items to aid comparability with individuals performing similar duties are possible. Noe *et al.* (2011), therefore, noted that the graphic rating system is among the frequently used PMS in both the private and public sectors. This indicates that this system could adopted to evaluate staff performances in the assembly as it is perceived as the most suitable.

Also, Table 2 revealed the peer review system as another suitable PMS for evaluating performances in the assembly. This PMS had a higher mean of 3.29 with standard deviation of 1.228. This means that staff of LaDMA perceive the peer review system as the next best alternative to the graphic rating system. This implies that the staff also prefers a system which allows co-workers or peers to evaluate their performances other than management. This is because, co-workers interact and work together frequently thus could provide better evaluation of their performances other than management who are mostly distant from the workers. This finding was supported by Reynolds (2009) who stressed that, peer evaluation could be used in instances where the superiors are mostly absent or the appraisal process requires an additional review to confirm the findings of management.

Abston (2011) also revealed that peers may have a clear and better understanding of what their colleagues do since they interact frequently. Also,

peers are in most cases directly affected by the actions of their colleagues either positively or negatively. Ochoti et al. (2012) added that this system provides long term benefits if it is effectively used thus devoid of personality bias and conflicts. They concluded that, the peer review system saves time, less costly and ensures that faster feedback is obtained.

From Table 2, the management by objective system (MBO) was revealed as another suitable PMS for the assembly. This PMS had a high mean of 3.25 with standard deviation of 1.158. This means that, the administrative staff of the assembly also perceive the MBO as suitable for performance evaluation. The implication is that, staff of LaDMA perceives a system that ensures commitment to organisational goals in terms of performance and productivity as suitable for evaluating their performances in the absence of the graphic rating and peer review systems. This is because, MBO involves both management and employees in jointly agreeing on particular goals and developing action plans. Sparrow (2012) noted that, MBO provides a unique form of result-oriented appraisal and as such both parties (management and employees) should agree beforehand on specific objectives and measures.

Moreover, Agarwal (2011) and Aguinis (2013) revealed that MBO helps to improve employee motivation, improve overall performance and efficiency, improve communication and it also ensures the attainment of goals. MBO also highlights training needs of employees and it enhances employee commitment and satisfaction. Ahmad and Bujang (2013) added that MBO is regarded as one of the widely adopted PMS because it is useful in evaluating employees' performances to determine the extent to which they have attained set goals and objective.

Table 2 further revealed the critical incident method (M=3.10; SD=1.049), self-appraisal system (M=3.04; SD=1.146) and the balance score card (M=2.78; SD=1.150) respectively as some other suitable PMS for the assembly. Existing studies have revealed these PMS among the widely used in organisations worldwide (Robbins & Stance, 2007; Varma et al., 2008; Jones, 2013; Owoyemi & George, 2013). A study by Jones (2013), for instance, revealed that the self-appraisal system also known as self-assessment is a form of performance evaluation that gives employees the opportunities to make a fair assessment of their performances for a defined period. Also, Owoyemi and George (2013) found that the critical incidents method keeps track of employees' performance as long as they are engaged at the work place.

Finally, the 360-degree feedback appraisal system had the lowest mean of 2.53 with standard deviation of 1.160. This means that this type of PMS is perceived by the administrative staff as the least preferred thus unsuitable for evaluating performances at the assembly. This could be as result of the comprehensive nature of this system. With this system, employees are not only assessed by their supervisors, but also their peers, direct reports and sometimes other key stakeholders who have a connection with the employee. This could, therefore, make the evaluation process complex, time wasting, expensive amidst delaying feedbacks. According to Gold (2010), the 360-degree feedback system is complex but could serve as an effective tool to evaluate employee performances if it is well understood.

Perceived benefits of performance management system

This section presented the study’s discussion in relation to the second research objective on the staff ‘s perceived benefits of performance management system at the La Dade-Kotopon municipal assembly. Data was analysed using mean with standard deviation because it is suitable for ranking purposes. It is to note that, the higher the mean score of any given indicator, the higher it is perceived beneficial to the staff of the assembly. The results were presented in Table 3 discussed thereafter.

Table 3: Perceived benefits of performance management system

Items	N	Mean	Std. Deviation
Assess overall performances	147	3.29	1.117
Facilitates communication	147	3.08	1.169
Management appreciation of efforts	147	2.99	1.156
Discovering innate potentials	147	2.91	1.085
Identifies strengths and weaknesses	147	2.90	1.062
Reduce time and energy	147	2.88	1.170
Regular feedback	147	2.81	1.172
Motivation to perform	147	2.78	1.292
Reward for good performances	147	2.73	1.306
Clear understanding of job expectations	147	2.44	1.233

Source: Field survey, (2019)

Table 3 revealed staff perception of the benefits of the PMS at LaDMA. From the table, the staff perceives that the current PMS assesses their overall performances regularly (M=3.29; SD=1.117), it facilitates communication among employees (M=3.08; SD=1.169) and it enables management to appreciate their efforts and contributions (M=2.99; SD=1.156) respectively.

These indicators had the highest mean scores with standard deviation. These results imply that the current PMS enables staff to assess their overall performances, facilitate communication and also enables management to appreciate individual contributions. These findings are in line with studies by Thabo (2011) and Kandula (2016). Thabo (2011), for instance, found that PMS is beneficial if it effective in assessing the overall performances of employees.

Thabo (2011) added that, PMS should promote communication among employees and even between employees and their management in a bid to improve employee and subsequently organisational performances. Also, Kandula (2016) noted that PMS should induce management to appreciate the efforts and contributions of their employees. This is because, appreciations from management make employees feel committed and recognised. These in turn induce employees to improve their efforts and contributions which eventually benefit their organisation.

Table 3 also revealed other perceived benefits of the performance management system to staff to include discovering employees' innate potentials (M=2.91; SD=1.085), identification of employees' strengths and weaknesses (M=2.90; SD=1.062) and it reduces time and energy of employees (M=2.88; SD=1.170). The PMS further provides regular feedbacks (M=2.81; SD=1.172) and motivates employees to perform better (M=2.78; SD=1.292). The results imply that the current PMS is generally beneficial to the administrative staff of the assembly. These findings were supported by Aguinis (2011) who found that PMS are perceived beneficial if it provides regular feedbacks, identifies employees' strengths and weaknesses and it also motivates employees to perform better.

Otley (2009) also concluded that PMS is perceived beneficial if it enables employees to discover and improve their innate potentials. Also, the PMS should motivate employees to perform better while minimising their time and efforts associated with working on a given job. The PMS should also provide regular feedbacks to employees to ensure continuous performance improvements. These invariably help organisations to increase their overall level of productivity.

From Table 3, the result also revealed that the current PMS helps the assembly to reward staff for good performances ($M=2.73$; $SD=1.306$) coupled with helping employees to understand their job expectations ($M=2.44$; $SD=1.233$). However, these results had the lowest means with standard deviations. This implies that among the various perceived benefits of PMS, the rewards staff obtain for good performances are less beneficial to them. Also, the extent to which the current PMS helps the staff to understand their job expectations is relatively low thus they perceive it as the least form of benefit of the system. Kandula (2016) revealed that a well-established and efficient PMS should provide rewards (financial and non-financial incentives) coupled with assisting employees understand what is expected of them.

Perceived challenges of the performance management system at LaDMA

The section presented the results of the third research objective in relation to the perceived challenges of the performance management system at LaDMA. Data was analysed using mean with standard deviation because it is suitable for ranking purposes. It is to note that, the higher the mean score of any given indicator, the higher the staff perceived it as a key challenge of the PMS. The results were presented in Table 4 discussed thereafter.

Table 4: Perceived challenges of the performance management system

Items	N	Mean	Std. Deviation
Formality	147	3.25	1.384
Lacks focus and direction	147	3.11	1.239
Not linked to rewards	147	3.07	1.163
Lack of staff involvement	147	3.03	1.202
User unfriendly	147	2.98	1.185
Irregularly reviewed	147	2.97	1.257
Regular disagreements with PM metrics	147	2.93	1.280
Lack of transparency	147	2.78	1.276
Favouritism	147	2.75	1.144
Lack of management commitment	147	2.53	1.376

Source: Field survey, (2019)

From Table 4, the major challenge of the current PMS was that the staff perceives it as a formality. This result had the highest mean of 3.25 with standard deviation 1.384. This could mean that, the staff of the assembly do not attach the needed importance to the current system as it is perceived as a mere formality. This could undermine the relevance and outcome of the system despite the costs associated with its implementation. The finding was in line with a study by Maina (2015) who found that allowing staff to perceive a performance management system as a mere formality could affect its relevance to the organisation. Similar finding was made by Ahmad and Bujang (2013).

Another major challenge of the PMS was that it lacked focus and direction. The result had a higher mean of 3.11 with standard deviation of 1.239. This means that, majority of the staff perceive that the current PMS does not have any focus thus do not see the need for its implementation. Clearly, a PMS

should be designed in line an organisation's goals and objectives. This in turn helps both management and employees to evaluate performances in line with set targets. Thus, having a PAS which lack focus and direction could eventually affect employee performance. The finding was supported by Torrington and Hall (2009) and Westhuizen (2011) who found lack of focus of a PMS among the key challenges hindering its effectiveness.

Table 4 also revealed that staff perceives that current PMS is not linked with the reward schemes in the assembly. The result had a high mean of 3.07 with standard deviation of 1.163. This means that the reward scheme in the assembly is not provided based on the outcome of the PMS. This is a major challenge because the staff could be induced to focus on areas which could earn them rewards other than relying on the feedback of the PMS. This could in turn undermine the significance of the PMS and in turn affect employee performances in the long run. It is to note that, the study's finding is in line with studies by Ahmad and Bujang (2013). They found that, not linking PMS to existing reward schemes could affect the overall importance of the system. This could eventually affect workers' performance as PMS is primarily focused on performance improvement through rewards and punishment.

Furthermore, Table 4 revealed other perceived challenges of the PMS to include lack of staff involvement (M=3.03; SD=1.202), user unfriendliness (M=2.98; SD=1.185), irregularly reviewed (M=2.97; SD=1.257) and regular disagreements with the performance management metrics (M=2.93; SD=1.280). These results are indications that the current PMS in the assembly is faced with challenges which affects its effectiveness thus could produce irrelevant outcomes. These findings were in line with findings by Newstrom (2011) and

Kroll et al. (2017). Newstrom (2011), for instance, revealed that lack of staff involvement and user unfriendliness are challenges which could affect the effectiveness of any performance management system. Kroll et al. (2017) also found some challenges to include irregular review and differences in the system with current performance management metrics.

Table 4 also found minor challenges associated with the current PMS to include lack of transparency (M=2.78; SD=1.276), favouritism (M=2.75; SD=1.144) and lack of management commitment (M=2.53; SD=1.376) respectively. These results had lower means with standard deviations. This means that, among the various challenges associated with the current PMS at the assembly, lack of transparency, favouritism and lack of management commitment are among the minor challenges. This implies that, management should place much emphasis on the major challenges discussed earlier other than these three challenges in a bid to improve the perceived challenges associated with the current performance management system.

Effect of performance management system and employee performance

To examine the effect of performance management system (PMS) and employee performance (EP), a linear regression analysis was employed. The regression model was evaluated by the coefficient of determination denoted by R-square (R^2). This represents the proportion of variance in either variable which is linearly accounted for by the other (Cohen, 1992). The independent variable of the study was represented by performance management system (PMS) while employee performance (EP) represented the dependent variable. The regression analysis was interpreted using three tables comprising model summary (Table 5), ANOVA (Table 6) and coefficient (Table 7).

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.600 ^a	.360	.355	2.86437

a. Predictors: (Constant), performance management system
 Source: Field survey, (2019)

Table 5 presented the R, R squared, adjusted R squared, and the standard error. R is the Pearson product moment correlation coefficient which indicates the strength and direction of the linear relationship between the dependent variable (EP) and the independent variable (PMS). From Table 5, PMS and EP were positively correlated, and the strength of the relationship was moderate at .600^a. This finding was based on the R result. The R squared which represents the coefficient of determination is the proportion of variation in the dependent variable explained by the regression model (VanVoorhis & Morgan, 2007). From Table 5, about 36 percent of variation in employee performance was explained by performance management system. The Adjusted R² result indicated that, 35.5% of variation in employee performance could be explained by adjustments in performance management system in the regression model.

Table 6 displayed the ANOVA results which provided the test of significance for R and R² using the F-statistic. The F statistic is the regression mean square (MSR) divided by the residual mean square (MSE). If the significance value of the F statistic is small (smaller than say 0.01) then the independent variable does a good job in explaining the variation in the dependent variable (VanVoorhis & Morgan, 2007).

Table 6: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	636.412	1	636.412	77.568	.000 ^b
	Residual	1132.238	138	8.205		
	Total	1768.650	139			

a. Dependent Variable: employee performance

b. Predictors: (Constant), performance management system

Source: Field survey, (2019)

From Table 6, the ρ -value was well below .01 ($\rho < .00$). Therefore, it can be concluded that, the R and R² between performance management system and employee performance was statistically significant, and therefore the La Dade-Kotopon municipal assembly could continuously improve upon their staff performances if they continuously improve upon its current performance management system.

Table 7 provided information that was useful for understanding the regression equation. Under the column marked unstandardized coefficient and sub-column B, the numerical value for the first row, labelled (constant), is the 16.852 value for the intercept (a) in the regression equation. The numerical value on the second row, labelled as performance management system (PMS) in this case (representing the independent variable), is the value for the slope (b) for the regression equation. Based on these results, the study reported the following regression equation, predicting employee performance based on performance management system.

$$Y = 16.852 + 0.600X + e$$

Where Y = employee performance

X = performance management system

Table 7: Coefficients^a

Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	16.852	2.080		8.101	.000
	PMS	.334	.038	.600	8.807	.000

a. Dependent Variable: EP
Source: Field survey, (2019)

From Table 7, taking the values for the slope and the intercept in the resulting regression equation, the constant value of the regression equation was 16.852 whereas unstandardized coefficient of regression equation was .334. Also, the standardised coefficient of the regression equation was 0.600. The following statements can be made: according to the intercept, when the assembly fails to implement PMS, the performances of its staff will be 16.852. In terms of the unstandardized coefficient, performance management system is able to predict 33.4 percent change in employee performance. Based on the standardised coefficient, performance management system causes about 60 percent change in employee performance.

The linear regression result in Table 7 means that performance management system has a moderate significant effect on employee performance. This implies that any improvement made in performance management system could increase employee performance by 0.600. thus, performance management system plays a key role in improving staff performances at the La Dade-Kotopon municipal assembly (LaDMA).

It is to note that, the study's finding was in line with existing studies by Vignaswaran (2005), Daoanis (2012) and Fakharyan et al. (2015). A study by Vignaswaran (2005) revealed that performance appraisal positively influences work performance of employees in Peninsular. Also, Daoanis (2012) revealed that performance appraisal practice has a significant and positive impact on the performance of employees. It can clearly be seen that scholars are of the similar opinion that performance. Similarly, a study by Fakharyan et al. (2015) found that performance appraisal satisfaction has a direct effect on employee' work performance.

Chapter Summary

The chapter presented the results and discussion of the study's research objectives. In terms of the first research objective, it was revealed that staff perceived the graphic rating system as the most suitable type of performance management system for the assembly. Also, among the various benefits of the performance management system, the staff perceived that the system helps in assessing the overall performances of the employees. In terms of perceived challenges with the performance management system, it was revealed that the staff perceive the system is a formality thus irrelevant in evaluating and improving performances. Finally, the current performance management system was found to have a positive and moderate significant effect on staff performance at the assembly. The next chapter presented the summary, conclusions and recommendations of the study.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents the summary of the main findings, conclusions drawn from the findings and recommendations for policy consideration and suggestions for further research.

Summary

The purpose of the study was to examine performance management system and its effect on employee performance at La Dade-Kotopon Municipal Assembly, Greater Accra Region of Ghana.

The study employed the quantitative research approach and the descriptive research design due to the purpose of the study. The structured questionnaire, a primary data collection instrument, was used to gather data from all the 155 members (staff) in the target population. However, 147 out of the 155 questionnaires administered were reliable for the study and as such, obtained a response rate of (94.8%). The data obtained were processed using IBM SPSS Statistics version 24 and analysed using analytical tools such as frequencies, percentages, means, standard deviations and linear regression. The results were presented in tables and discussed in Chapter four, but the main findings based on each of the objectives were summarised below:

In terms of the first research objective, the study identified various types of performance management system to include the graphic rating system, peer review, management by objective and self-appraisal respectively. Out of these, the staff of the La Dade-Kotopon perceived the graphic rating system as the most

suitable for their assembly. This implies that, the staff prefers a performance management system which ranks their actual performances using key dimensions including quality of work, teamwork, sense of responsibility and work output. These performance dimensions are directly linked with actual performance thus could provide relevant performance evaluation outcomes. Thus, staff of the assembly are highly likely to embrace and in turn attach much importance to the assembly's performance management system if the graphic rating system is implemented.

The second research objective focused on the staff 's perceived benefits of performance management system at the La Dade-Kotopon municipal assembly. The study found that the staff perceives the performance management system as beneficial because it is able to assess their overall performances while facilitating communication among them and their management team. This implies that, the more the current performance management system is able to evaluate the staff's overall performance levels, the more they perceive it as beneficial to them. Thus, the staff of LaDMA perceives a system as beneficial if it is able to assess their overall performances in a bid to constantly improve.

In terms of the third research objective on the perceived challenges of the performance management system at LaDMA, it was found that the current system is perceived by staff as a mere formality. This was a major challenge the system currently faces. This implies that, the staff of LaDMA struggle to accept the outcome from the system after the performance evaluation exercise as they perceive it as formality. Having staff who perceives a performance management system as a formality could pose threats to the success and relevance of the

system thus could have immense implications on both individual and organisational performances in the long term.

Finally, the fourth research objective focused on the effect of performance management system on employee performance at LaDMA. The study found performance management system to have a positive significant effect on workers' performance at LaDMA. This implies that, continuous improvement in performance management system would lead to a significant improvement in their work performances. This is an indication that, performance management system plays significant role in improving employee performance as it is key to evaluating and developing work performances of staff at LaDMA.

Conclusions

The purpose of the study was to examine performance management system and its effect on employee performance at La Dade-Kotopon Municipal Assembly, Greater Accra Region of Ghana. Four specific objectives were, therefore, set to help investigate the issue. These objectives have been achieved to a large extent. With regards to objective one, for instance, the study concludes that the graphic rating system is perceived by staff of La Dade-Kotopon municipal assembly as the most suitable performance management system. As such, failure to implement this performance management system could induce staff to disregard the effectiveness of other systems. This could in turn affect the quality of performance evaluations in the assembly.

With regards to the second research objective, the study concludes that the staff of LaMDA perceive the performance management system as beneficial if it is able to assess their overall performances. This is, therefore, regarded as a key requirement when the staff are evaluating the assembly's existing

performance management system. As such, implementing a performance management system which does not assess the overall performance levels of the staff could affect the values they attach to it.

With regards to the third research objective, the study concludes that staff of LaMDA perceives the existing performance management system as a mere formality. This was found as a major challenge hindering the quality of the performance management system in the assembly. The result supports previous empirical studies that indicate that most employees perceive performance management system in their respective organisations as a mere formality, unfair and biased to them. These factors predominantly affect the significance of the system and in turn induce staff to disregard its outcome.

Finally, existing studies have argued that performance management system has a positive significant effect on employee performance across various organisations. These assertions support the study's finding which indicated a positive effect of performance management system on employee performance. Based on this result, the study finally concludes that performances of staff of LaDMA is positively influenced by performance management system.

Recommendations

On the strength of the research findings and conclusions made, the following recommendations were hereby made.

La Dade-Kotopon Municipal Assembly as a public institution implemented a performance management system in a bid to evaluate its staff's performances. Based on the study's finding, it was recommended that management should embrace the graphic rating system as its key performance management system. With this system, management should develop a

comprehensive rating system that focuses on key performance dimensions including work output, punctuality and work efficiency. Also, employees should be involved in the preparation of the rating system in a bid to increase its acceptability and usage.

Also, staff of La Dade-Kotopon municipal assembly perceived a system as beneficial it is able to assess their overall performances while facilitating communication. In this light, the study recommended that management of the assembly should regularly review of its performance management system in a bid to ensure that it meets end users' requirements. Also, staff should be allowed to fully participate in the review process as the system is basically meant to evaluate their performances. As such, having a performance management system that is periodically reviewed with staff involvement would help ensure that it assesses the overall performances of the staff in the assembly.

A performance management system which is perceived by any employee as a formality is bound to fail. This is because, employees would not attach the needed importance to its usage and subsequently outcome. On this note, the study recommended that management of LaDMA should introduce training packages to regularly educate and train staff on its performance management system. The training packages could be carried out through regular workshops, conferences and seminars. Management should also embrace the use of formal social media platforms such as Facebook, WhatsApp, Telegram, Instagram, among others to continuously educate and update its staff on any improvement in the system. These measures would induce the staff to appreciate the relevance of the system and not perceive it as a mere formality.

Finally, performance management system was found to positively affect employee performance. Thus, any improvement made in the system would increase the performance levels of the workers at the La Dade-Kotopon municipal assembly. Based on this, the study recommends that the Local Government Service should optimise the performance management system in the Ghanaian public sector to improve employee performance. This could be done by continuously reviewing the system through consultations with other relevant bodies and public servants in a bid to meet the strategic goals of the sector. Finally, the system should be reviewed to embrace technology to minimise the human interface and invariably improve its effectiveness.

Suggestions for Further Research

Although the study provides useful insight into performance management system and employee performance in the Ghanaian public sector, the results cannot be generalised to the entire sector. This is because, the study relied on the opinions and suggestions of workers at the La Dade-Kotopon municipal assembly (LaDMA). The study, therefore, suggests that further research should focus on a broader research by including other municipal assemblies in the country. This would go a long way to enhance generalisation of findings and also inform policies.

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APPENDICE

QUESTIONNAIRE

Dear Sir/Madam,

I am a master student from the Department of Human Resource Management. I am carrying out my Dissertation on the topic, **“Assessing the Performance Management System of La Dade-Kotopon Municipal Assembly”**. Your views are very much important to the study. Every information you provide would remain highly confidential. Thanks for accepting to participate in the study.

SECTION A: SOCIO-DEMOGRAPHIC INFORMATION

1. Sex
Male [] Female []
2. Age:
Below 30 years [] 30-40 [] 41-50 years []
51- 60 years [] Over 60 years []
3. Level of education
Certificate [] Diploma [] Degree []
Master’s Degree [] Other (Please specify)
4. Number of years worked.....

SECTION B: TYPES OF PERFORMANCE MANAGEMENT SYSTEM

5. On a scale of 1 – 5, please rate your level of agreement to each of these statements. **With 1 – Least Agreement and 5 – Highest Agreement**

	Factors	1	2	3	4	5
I	The 360-degree feedback appraisal system					
Ii	Balance score card					
Iii	I prefer self-appraisal system					
Iv	The critical incident method					
V	The management by objective system					
Vi	Peer review system					
Vii	Graphic rating scale					

SECTION C: PERCEIVED BENEFITS OF PERFORMANCE MANAGEMENT SYSTEM

6. On a scale of 1 – 5, please rate your level of agreement to each of these statements in relation to benefits of performance management systems. **With 1 – Least Agreement and 5 – Highest Agreement**

	Factors	1	2	3	4	5
INDIVIDUAL LEVEL						
i	I perceive the system as beneficial because it provides a clear understanding of job expectation					
ii	The system enables me to unlock my innate potentials					
iii	I perceive the system as beneficial because it provides employees with rewards for good performances					
iv	The system is beneficial because it enables me to personally identify my strengths and weaknesses					
v	I perceive the system as beneficial because it helps me obtain regular feedback about my performances from management					
vi	The system helps me to reduce the time and energy I spend in accomplishing my jobs					
vii	The system is perceived beneficial because it facilitates communication among employees					
viii	Performance management system motivates me to perform well					
ix	My efforts and contributions are appreciated by management because of the current system					
x	The system helps me assess my overall performances on regular basis					

SECTION D: PERCEIVED CHALLENGES OF THE CURRENT PERFORMANCE MANAGEMENT SYSTEM

1. On a scale of 1 – 5, please rate your level of agreement to each of these statements. **With 1 – Least Agreement and 5 – Highest Agreement**

	Factors	1	2	3	4	5
I	I perceive the current system lacks management commitment					
Ii	I perceive the current system is bias because it favours some individuals in the organization					
Iii	The current system is user unfriendly					
Iv	There are regular disagreements with the performance metrics of the system					

V	The current system is not regularly reviewed					
Vi	I perceive the current system lacks focus					
Vii	I perceive the current system lacks transparency					
Viii	I perceive the current system does not improve individual and organizational goals and objectives					
Ix	I perceive the system does not consider the growth and development of staff members					
X	I perceive the system is not linked to rewards					
Xi	I perceive the current system lacks staff involvement					
Xii	I perceive the current system is only done as a formality in my organization					

SECTION E: MEASUREMENT OF WORKERS PERFORMANCE

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

Factors	1	2	3	4	5
E1: LaDMA uses my work output to measure my performance					
E2: The speed with which I complete assigned task is used to measure my performance					
E3: The Quality of work I do is used to measure my performance					
E4: Loyalty to LaDMA is also used to measure my performance					
E5: My ability to work efficiently is used to measure my work performance at LaDMA					

THANK YOU