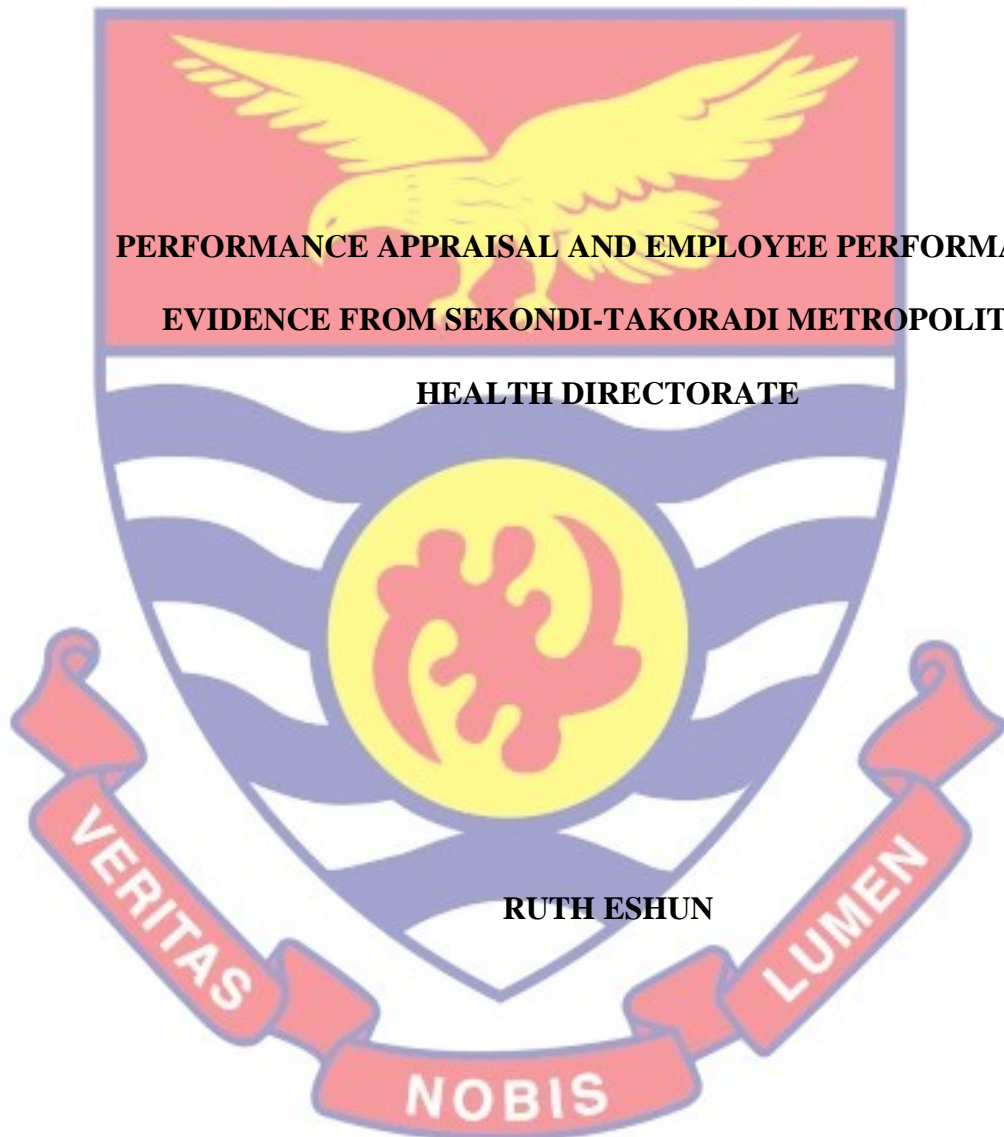




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PERFORMANCE APPRAISAL AND EMPLOYEE PERFORMANCE:  
EVIDENCE FROM SEKONDI-TAKORADI METROPOLITAN HEALTH  
DIRECTORATE

BY  
RUTH ESHUN

Dissertation submitted to the Department of Human Resource Management, of the School of Business, College of Humanities and legal Studies, University of Cape Coast, in partial fulfilment of the requirements for the award of Master of Business Administration (MBA) in Human Resource Management

SEPTEMBER 2022

## DECLARATION

### Candidate's Declaration

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

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

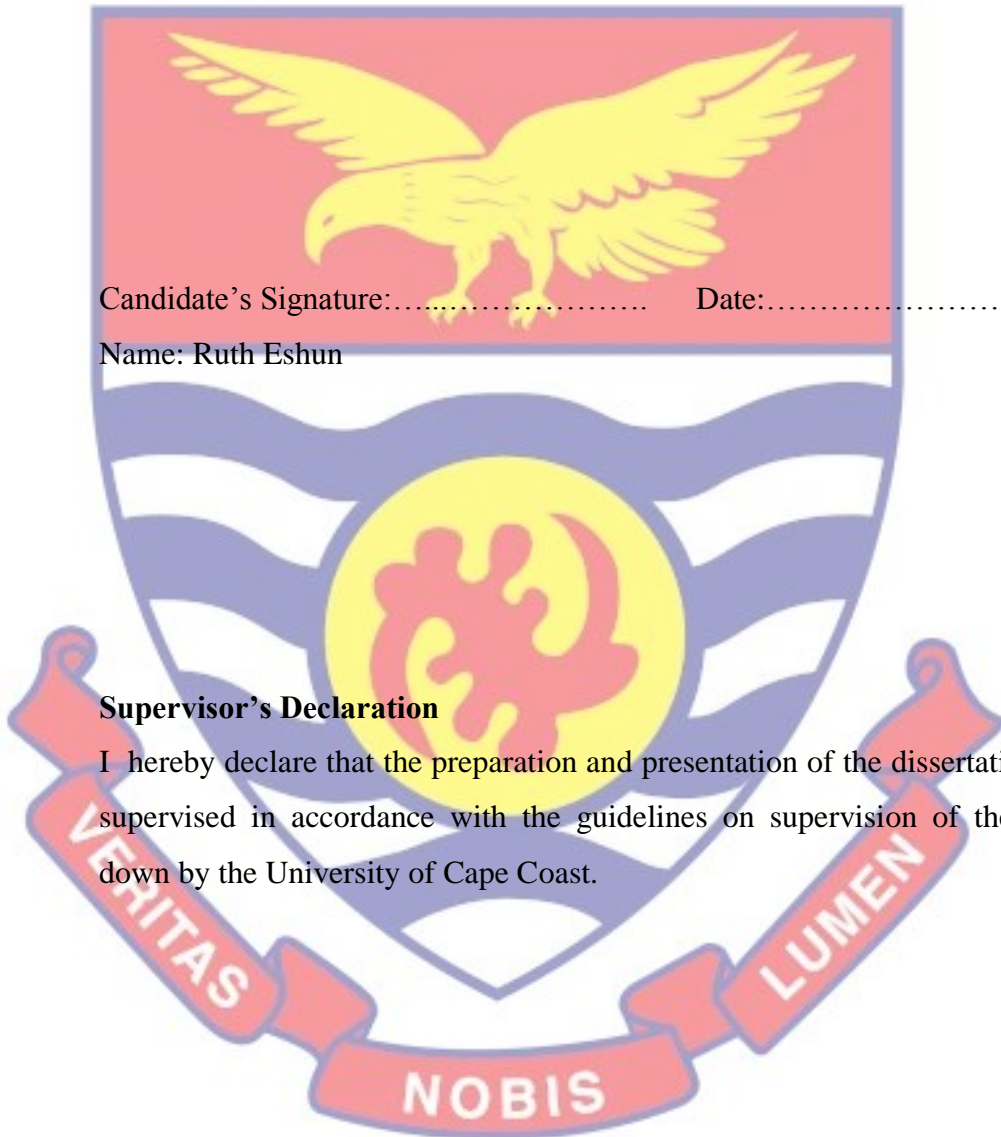
Name: Ruth Eshun

### Supervisor's Declaration

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

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

Name: Prof. Nana Yaw Oppong



## ABSTRACT

Without a well-defined performance appraisal system, there is a tendency to judge others' efforts without being bound by rules or regulations. Thus, this study aimed to explore the performance appraisal systems and the employees' job performance at Sekondi-Takoradi Metropolitan Health Directorate (STMHD). To achieve this aim, the study adopted the descriptive design with a quantitative approach based on the positivist paradigm. Krejcie and Morgan's (1970) Table of random numbers was used to sample 132 participants from a population of 202. Using proportionate and convenience sampling techniques, data was collected from the respondents using a structured questionnaire. Data were analysed using descriptive statistics (frequency counts, percentages, mean and standard deviations) with the help of the Statistical Product for Service Solutions (SPSS Version 26.0). It was found that the most commonly used performance appraisal system employed in STMHD is rating scale appraisal. Employees have positive perceptions of performance appraisal systems; however, they consider the appraisal process a waste of time. Finally, the rating scale performance appraisal has helped the employees to deal confidently and efficiently with top management and colleagues. In general, it was concluded that employees have positive perceptions of the performance appraisal system concerning their job performance. It was recommended that the management of the STMHD should holistically adopt the rating scale method for performance appraisal, and management should use the performance appraisal results for its intended purposes.

## KEYWORDS

Employee Job Performance

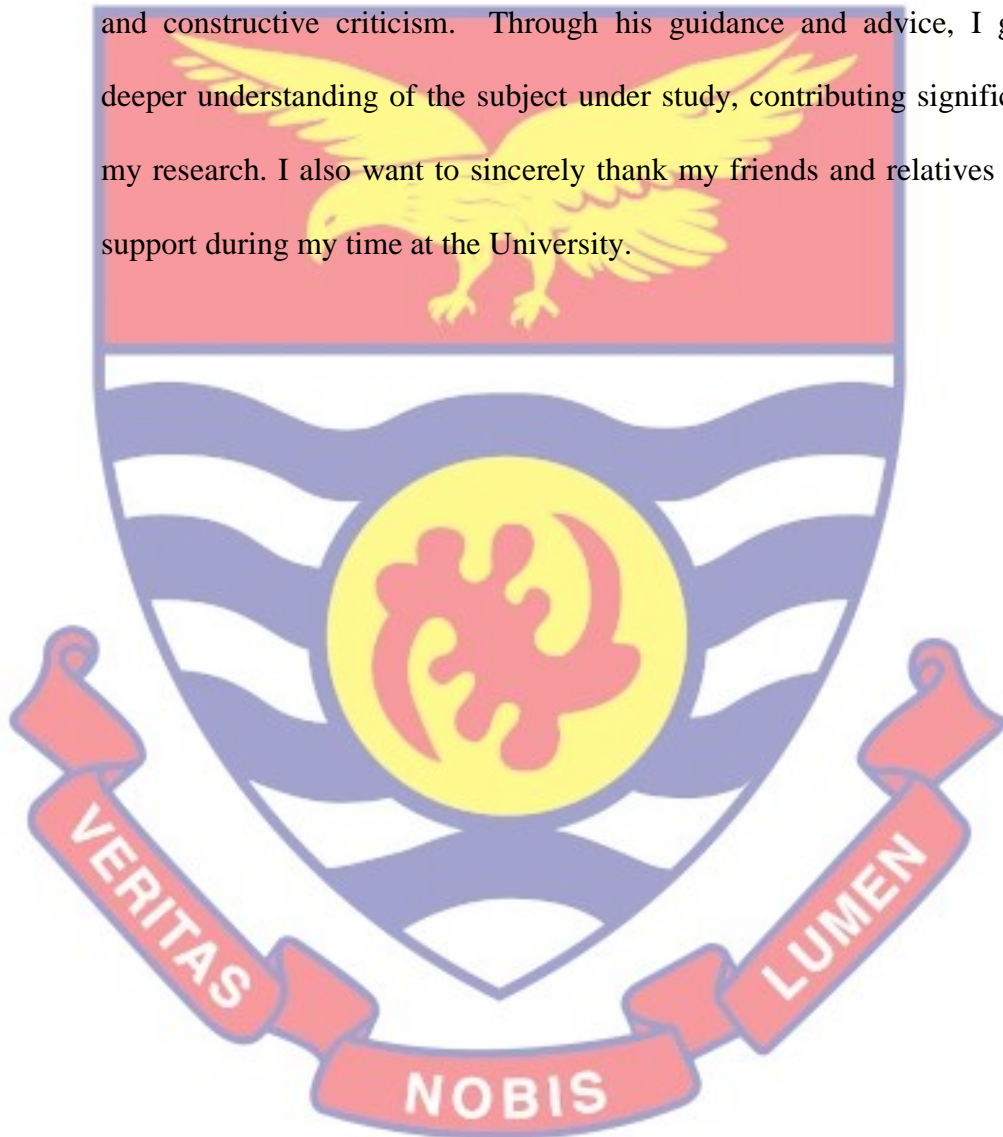
Performance Appraisal

Performance Appraisal Systems



## ACKNOWLEDGEMENTS

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## DEDICATION

This project is dedicated to my twins, Nhyira Panyin Mochiah and Nhyira

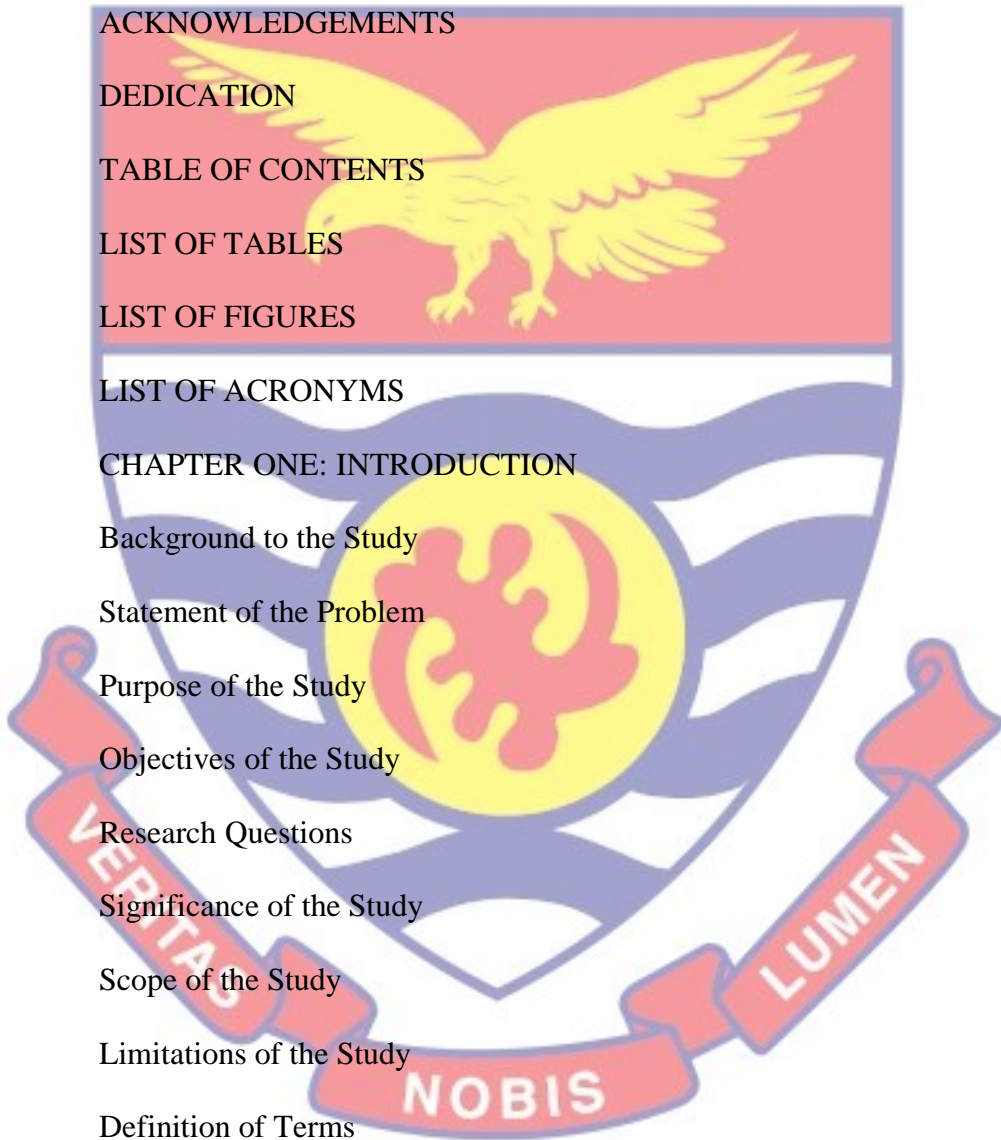
Kakra Mochiah and also to my husband, Mr Kofi Mochiah.





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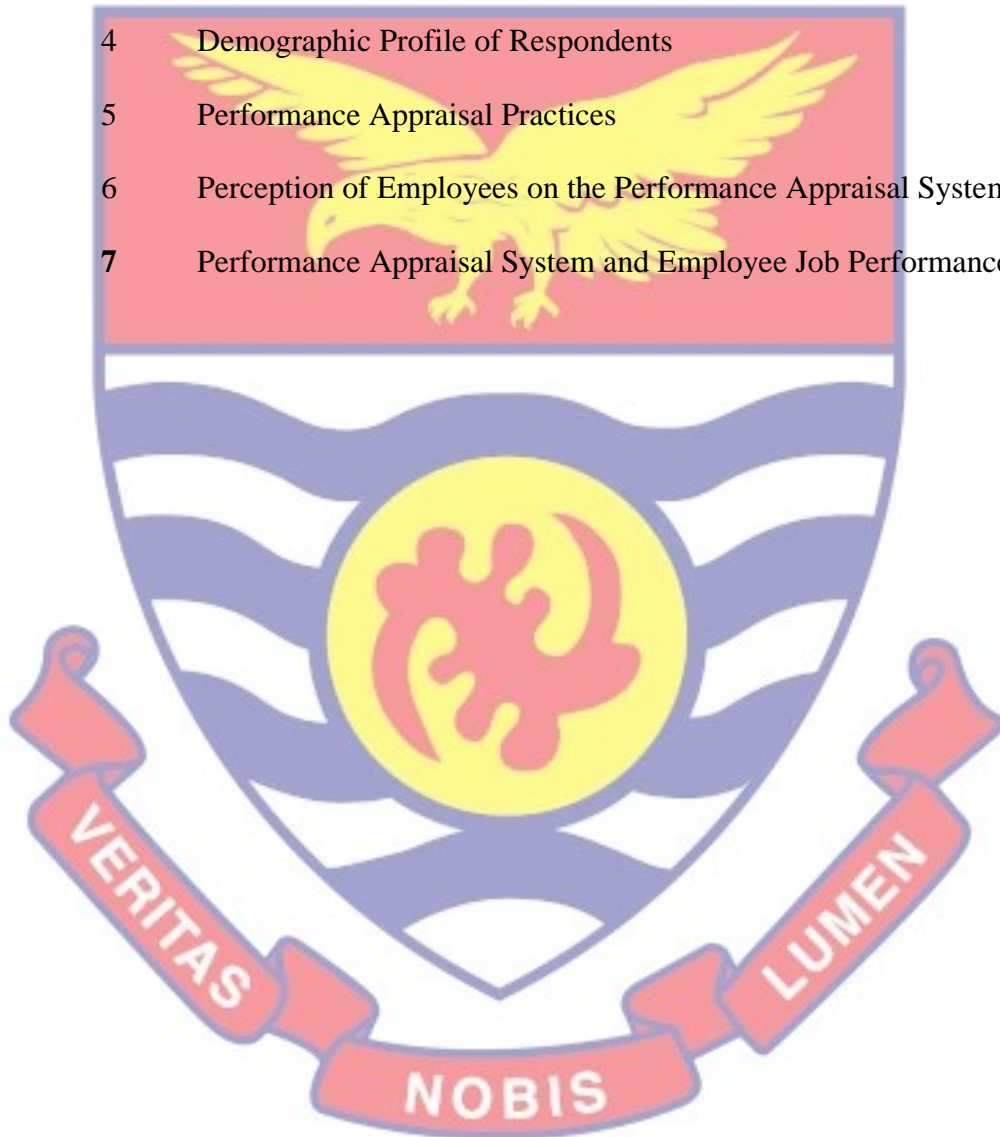
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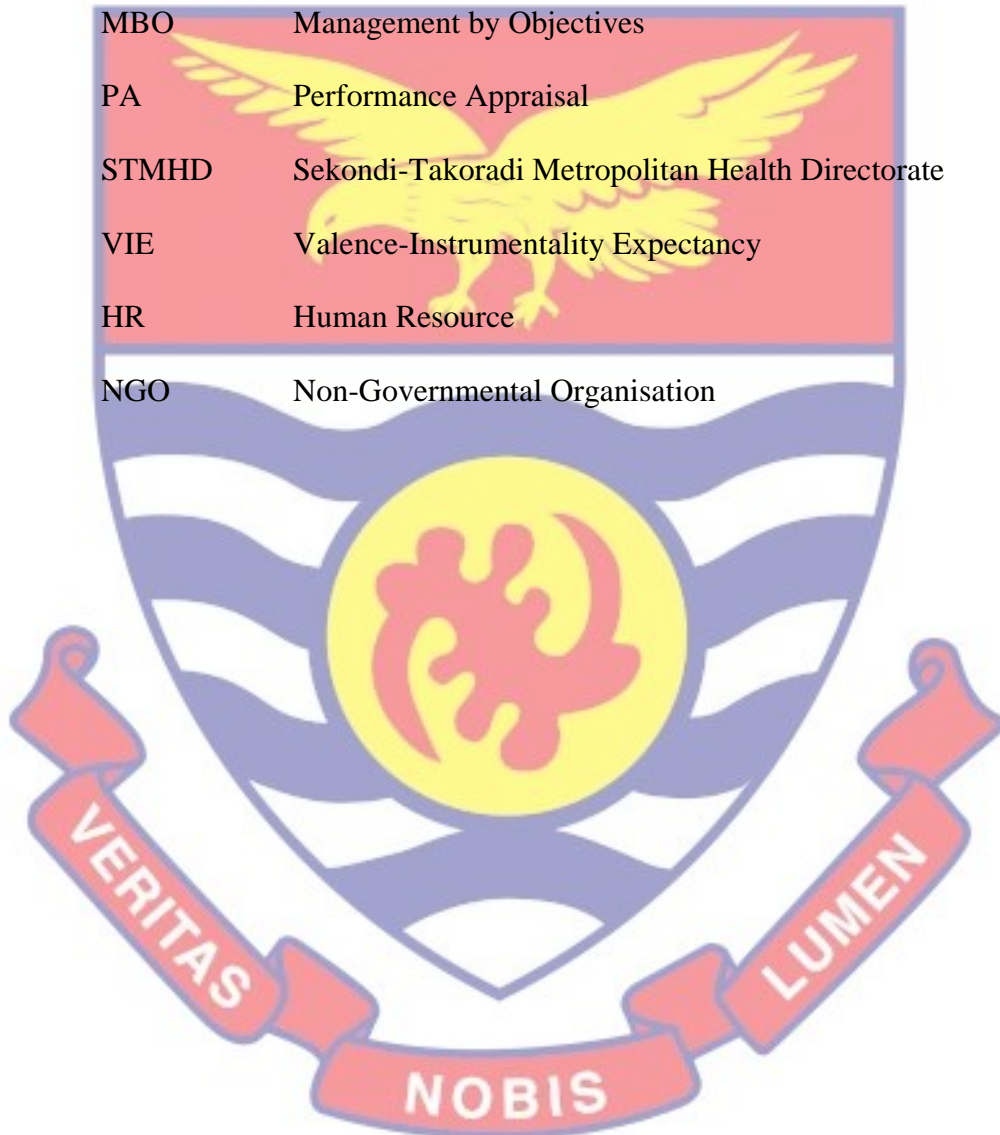
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## LIST OF ACRONYMS

BARS	Behaviourally Anchored Rating Scales
BOS	Behaviour Observation Scales
GHS	Ghana Health Service
GRS	Graphic Rating Scale
MBO	Management by Objectives
PA	Performance Appraisal
STMHD	Sekondi-Takoradi Metropolitan Health Directorate
VIE	Valence-Instrumentality Expectancy
HR	Human Resource
NGO	Non-Governmental Organisation



## CHAPTER ONE

### INTRODUCTION

An appraisal is an effective instrument in human resources management, which, if done correctly and logically, will help organisations to achieve their interest. Therefore, an appraisal can be considered an essential factor in identifying people's talents and capacities, and its results can make them aware of advancements, plans and goals. An organisation needs to detect the employees' efficiency to improve the manpower's status, increase the volume of production and services and make positive changes in its trend. Hence, this is expected to influence employees' job performance. Despite the permanent efforts to plan a more effective system for performance appraisal, there is convincing evidence of employees' dissatisfaction at the Sekondi-Takoradi Metropolitan Health Directorate (STMHD) with the appraisal methods employed. Hence, this study sought to explore the commonly adopted appraisal system and how employees perceive it concerning their job performance.

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

Performance appraisal is a brief history of how people are evaluated for their work performance. Its origin is traceable to the Time and Motion studies by Robert Taylor, but this is not very helpful for modern Human Resource Management. Yet, despite its ancient origins, the practice of appraisal is still considered the second oldest profession globally. It appears that appraisal is equally unavoidable and ubiquitous. Without a well-defined

appraisal system, there is a tendency to judge others' efforts without being bound by rules or regulations. The government of Ghana is the largest employer of the country's formal workforce. At the same time, health workers account for many governments payroll employees. The performance of this workforce is crucial hence the need for an effective means of performance appraisal and management. In 2017, the Ghana Health Service adopted the performance appraisal tool of the Public Services Commission, replacing the old Ghana Health Service appraisal tool.

Performance assessment is the method of determining how well workers perform their work and measuring the degree to which organizational goals are met (Udu & Okafor, 2015). Workers are critical to a company's growth and development; in many instances, employees represent the enterprise (Bennet, 2004). According to Brown and Harvey (2021), people are the cornerstone of any organisation. People who work for a company are the most valuable, the costliest, and the most unpredictable. Setting job expectations, evaluating the employee's actual performance according to those standards and giving input to the employee to encourage them to remove performance defects or continue to perform beyond par are three steps in the performance assessment process (Dessler, 2013). Human resource contributions are needed to accomplish an organization's priorities and objectives, according to Wilkinson, Redman and Dundon (2017). The contributions of human resources to corporate success were assessed to ensure that the set targets and priorities were accomplished on schedule and with the intended outcomes. Employee performance evaluations are completed following industry standards.



The importance of performing employee performance appraisals in different organisational contexts has been acknowledged. This is because the evaluation procedure must be carried out to fit the organisation's culture and goals (Molapo, 2012). The staff performance evaluation needs to be modified according to the setting in which it operates. It should also consider the variables that can influence employee performance, such as the workplace environment and equipment requirements. Pulakos's (2009) study indicated that the compatibility of the staff performance evaluation system with the organization's context and infrastructure is an essential factor to consider when implementing one. When creating a successful performance assessment, the management team must consider various factors, such as the culture, legal framework, and organizational policy (Herreid, 2006). The essential features of a practical performance assessment are adaptability to changing circumstances and alignment with the company's vision.

Again, according to Vroom's (1964), expectancy theory, an employee's view that a given sort of conduct would lead to a specific type of outcome, as well as his preference for that sort of outcome, is a crucial determinant of motivation to work. According to the theory, management wants employees to be treated as individuals rather than numbers. In contrast, management demands complete devotion and excellent performance from workers to fulfil the shared goal of accomplishing the corporate objective. However, what is being practised in organisations such as the Sekondi-Takoradi Metropolitan Health Directorate has raised concerns to investigate the performance appraisal system being practised and how this information is used to promote effective and efficient working conditions for the employees.

Performance appraisal serves three importance; it is usually carried out to provide adequate feedback on a person's performance. It also helps people modify their behaviour toward making it more effective by identifying areas of improvement and providing managers with information to make decisions about future work assignments and compensation. The current Ghana Health Service (GHS) appraisal system is such that the appraiser and appraisee agree on performance goals set at the start of the year, typically in January. These agreed objectives are written down with corresponding agreed competencies and required resources. The same parties in the half-yearly then review these objectives. Lastly, at the end of the year, the appraisal process is completed by feeding the next appraisal year with the outcome of the previous appraisal results. Any recommendations are also noted to be carried out.

However, in performance review reports of health facilities published by the Western Regional Health Directorate from 2015 to 2020, the Sekondi-Takoradi Health Directorate has consistently been in the bottom half. Worker performance has concerned the interest of experts and researchers in both public and private enterprises. A plethora of evidence suggests a positive causal link between good performance appraisal and employee performance (Nurse, 2005). These results raised concern over how management conducts performance appraisal in the organisation and what performance appraisal results and feedback are used for decisions.

Thus, personal engagements with some staff of the Ghana Health Service on performance appraisal indicated that the appraisal is not done as the adopted system stipulates. Also, some of the staff I engaged asserted that typically, the supposed three-part performance appraisal process is lumped

over three years and hurriedly filled for endorsement all at once – usually when staff is due for a promotion interview. It is unclear whether appraisal results are used; however, some workers see performance appraisals as a mere formality. A brief examination also discloses a deficiency of uniformity in the delivery of employee feedback. To a significant extent, these bottlenecks negate the objective of performance appraisal, confirming Kurt's (2004) argument that some business supervisors are often displeased with performance appraisal systems since the expected consequences are hardly accomplished.

#### **Statement of the Problem**

Employee performance, however, is crucial to the firm's overall success since it helps identify the company's strengths, shortcomings, and potential managerial shortages. Hence, Najafi, Hamidi, Vatankhah and Purnajaf (2010) in their study on the effects of the performance appraisal results on motivation and job promotion, found that the appraisal methods in the healthcare system are not effective and do not have an influence on the appraisal improvement. The study further found that there is a weak relationship between performance appraisal and the motivation and job promotion of employees. This study explored the effects of performance appraisal on job motivation and promotion using qualitative and quantitative approaches; however, it did not find the specific performance appraisal methods used in their study setting and how the performance appraisal system affects employee job performance.

Another study by Hamidi (2019) found a significant relationship between performance appraisal and the motivation of employees. Even though

motivation influences the performance of employees, the study by Hamidi did not precisely determine how specifically performance appraisal affects the job performance of employees. The study also failed to determine the type of performance appraisal system employed by the organisation and the perception of the employees towards the performance appraisal practice being employed as well as the employees' perception of the overall performance appraisal systems concerning their job performance. Hence, to fill this gap, this current study sought to look into the specific performance appraisal system adopted by STMHD, the employees' perception of the appraisal system and how it influences employees' job performances.

Additionally, Karthikeyani (2020) used personal interviews and observations to find out why most organisations failed to appraise their employees' performance and the relationship between performance appraisal and motivation. It was found from the study that there was an insignificant relationship between work performances with motivation. From Karthikeyani's study, it can be argued that using interviews and observations might not be enough to establish the relationship between performance appraisal and motivation; hence this current study sought to utilise quantitative data to establish the relationship. Even though this current study is not on motivation, Karthikeyani's work laid the foundation for motivation to proxy how employees perceive the role that performance appraisal plays in their job performance.

Finally, Chaponda (2014) in a study in Nairobi on how performance appraisal affects employee motivation, found that there is regular assessment of the job performance of employees, which increases their motivation and,

therefore, positively influences their job performance. On the challenges of performance appraisal on employee motivation, the study established that some managers tend to be liberal or strict in their staff rating, which may affect employee motivation. The manager's ability to address the skills gaps can significantly impact the employee's motivation. However, this current study did not explore the challenges of performance appraisal.

Even though substantial research had been done on the subject, none of the previous studies focused on how performance appraisals informed employees about how their performance affected the company's overall productivity. As well the aforementioned empirical studies laid more emphasis on how performance appraisal affects the motivation of employees. In these cases, motivation was seen as the mediating factor between performance appraisal and employee performance; however, this current study considered the direct perception of employees on how performance appraisal systems affect their job performance. Additionally, the personal engagements with some of the staff at the STMHD revealed that they were not confident about the specific form of performance appraisal adopted by the organisation. Some staff were torn between two or three appraisal systems, whereas some had no idea about the performance appraisal system adopted. There is also limited geographical representation of the study in the Western Region. Given these gaps identified, this research sought to study performance appraisal systems in the STMHD and employee performance.

### **Purpose of the Study**

The purpose of this study was to establish how employees at the STMHD view the relationship between performance appraisal and employee performance.

### **Objectives of the Study**

Specifically, the study sought to:

1. identify the performance appraisal system commonly applied in the STMHD.
2. examine employees' perceptions of performance appraisal systems.
3. establish employees' perceptions regarding the performance appraisal system used at STMHD concerning their job performance.

### **Research Questions**

The following research questions shall form the basis of the study:

1. What performance appraisal system is commonly applied at the STMHD?
2. What is the perception of employees at STMHD on performance appraisal systems?
3. How do employees perceive the particular performance appraisal system used in STMHD concerning their job performance?

### **Significance of the Study**

This current study sought to ascertain the most common performance appraisal system used in STMHD, how employees perceive performance appraisal systems, and the perceptions of employees at the STMHD on the particular performance appraisal system used in the organisation. Hence, the findings of this study are anticipated to be helpful to the management of the

Ghana Health Service. Specifically, the Sekondi-Takoradi Metropolitan Directorate and other government institutions that can use the information to devise measures to improve their performance and ensure that high-quality care is provided. This is because the emphasis would be placed on the most common performance appraisal system used by exploring its advantages and disadvantages. This is expected to make it possible for organisations to decide on adopting the method or shifting to one with more advantages than disadvantages. It will also aid as a foundation for future research in areas of interest not covered in this study. Also, the research will contribute to the field of human resource management by addressing the numerous flaws and possibilities in the healthcare performance rating process. Finally, this study is expected to provide foundations for further research into performance appraisal and employee performance in the STMHD.

### **Scope of the Study**

This study focuses on performance appraisal and employee performance as human resource activity in Sekondi-Takoradi Metropolitan Health Directorate. The study included all units or departments such as Health Promotion, Health Information, Disease Control, Public Health, Nutrition and Administrative and Support Units of the Directorate. Consequently, respondents were selected from all these departments. This is because collecting data from all these departments would help to make broader generalisations to the entire STMHD for effective decision-making. Again, the variables included in this study are the most common performance appraisal system adopted, the perceptions of employees on performance appraisal systems and the particular appraisal system used in STMHD, even though

other variables such as motivation, inclusion in decision-making, and others could be explored.

### **Limitations of the Study**

In conducting the study, the under-listed issues were encountered. Firstly, the data collection instrument was a structured closed-ended questionnaire which hindered the respondents from stating their minds on the phenomenon being studied; however, it was believed that the use of the questionnaire helped to confine the participants to remain within the focus of the study. Again, subjects are frequently untruthful because they believe they are obligated to tell the researcher what the researcher wants to hear. Participants may also refuse to respond to questions they consider too personal. This might affect the results of the analysis and may also result in false generalisations. However, the respondents were made aware that the study was for academic purposes and that their respondents would be kept anonymous. It is hard to depict the event's causes and consequences due to the types of variables that allow descriptive investigations to be explored. Hence, a cause-and-effect relationship could not be explored. But instead, a descriptive analysis was conducted to establish the participants' views in plain terms. Because descriptive research data is collected randomly, it is hard to obtain valid data that accurately represents the entire population. Nevertheless, including all the participants helped to generalise since the sample size is representative of the population.

### **Definition of Terms**

**Performance Appraisal:** Refers to evaluating an employee's productivity based on specific criteria in an organisation.



**Performance Appraisal System:** Performance appraisal system refers to processes used by organisations to study and evaluate their employees' job performance periodically.

**Job Performance:** Refers to an employee's total output/productivity concerning the task given within a stipulated time.

### **Organisation of the Rest of the Study**

The research is divided into five sections. The first chapter covers the background, problem statement, scope, significance, and goals of this research work. To have a deeper understanding of the study, extant literature was reviewed in Chapter Two. In Chapter Three, the research strategy for conducting the study is discussed. The results and discussions on the study's results are presented in Chapter Four. Chapter Five summarises the study's findings, provides conclusions based on the findings, proposes remedies to the identified problem, and proposes further research.

### **Chapter Summary**

The chapter provides the framework and setting to put the research problem into the correct context and comprehension. It outlines the background of the study, statement of the problem, objectives of the study, research questions, significance, scope, limitation and organisation of the study. As a result, this chapter aided as the groundwork for the review of literature, research, and analysis.

## CHAPTER TWO

### LITERATURE REVIEW

#### Overview

This chapter reviews relevant literature to explain performance appraisal and employee performance. As such, the chapter includes a review of theories that underpin the study, a conceptual review that explains the concepts related to the research objectives, and the empirical that brings into the previous context works done on performance appraisal and employee performance. The empirical review provides the opportunity for gaps to be identified, in the previous studies that laid the foundation for the research objectives. In addition, the chapter included the theoretical framework that shows the relationship between and among the study variables. Finally, the chapter ended with a summary of the literature review.

#### Theoretical Review

Vroom's (1964) expectancy theory was the foundation of this research. The challenges in employee performance management are better described within the framework of this theory and influenced the adoption of this theory. Valence-Instrumentality Expectancy (VIE) is another name for this idea. This theory assumes that if one thing occurs, another will follow and that the expectation is the chance that an action or effort will result in a result. When a person must select between options with unclear consequences, he is influenced not just by what he anticipates but also by how likely he feels these events are. The expectation is a fleeting belief in the likelihood that a specific

action will result in a specific outcome. According to Vroom (1964), the model has been founded on the premise that man is a rational person who will constantly endeavour to maximize his payoff. He will select the one that will profit him the greatest. He also believed that an individual's motivation to do action is controlled by his expected values of all good and bad consequences of the activity increased by his expectation that the result would achieve the desired aims.

He argued that the expected value of an activity or perception of the likelihood of achieving his objective motivates them. Thus, according to this theory, an employee's view that a given sort of conduct would lead to a specific outcome and his preference for that outcome is a crucial determinant of motivation to work.  $\text{Motivational force} = \text{Valence} \times \text{Expectancy}$ , according to Vroom's theory. Expectancy is the belief or understanding that a specific outcome will occur due to specific behaviour, whereas valence is a person's value of a specific result. Expectancy and valence must be present before the degree of motivation can be attained. This idea concerns employee and management behaviour choices that can lead to the desired outcome.

According to Vroom's expectation theory, employee happiness and effectiveness have been linked to the type of the employees' interactions with management. Employees want to be treated as individuals by management rather than numbers. In contrast, management demands complete devotion and excellent performance from workers to fulfil the shared goal of accomplishing the corporate objective.

From the theoretical review above, it can be seen that employees in the STMHD would be motivated to work harder when they realise that assessment

of their work is pivotal in how much they earn and the kind of training they receive. This role of performance appraisal places motivation where employees must hold on to something (motivation) while they work. However, determining how efficient it is to establish the degree to which employees go about their daily activities and whether they are meeting expectations depends on the kind of appraisal practice adopted. Hence, it has become prudent for this study to find out the performance appraisal practice employed by the management of the STMHD to assess the performance of their employees.

### **Conceptual Review**

This section reviews the concepts relating to performance appraisal and employee performance. The review entailed:

1. Concept of performance appraisal
2. Performance appraisal practices
3. Employees' perception of performance appraisal systems
4. Employee performance
5. Performance appraisal and employee performance

### **Concept of Performance Appraisal**

Performance appraisal was defined by Karthikeyani (2020) as a structured formal interaction between a subordinate and supervisor that usually takes the form of a periodic interview (annual or semi-annual), in which the work performance of the subordinate is examined and discussed to identify weaknesses and strengths as well as opportunities for improvement and skills development. In many organisations - but not all - appraisal results are used, either directly or indirectly, to help determine reward outcomes. The appraisal results are used to identify the better-performing employees who

should get the majority of available merit pay increases, bonuses, and promotions. Appraisal results are used to identify the poorer performers who may require some form of counselling or, in extreme cases, demotion, dismissal or decreases in pay. Whether this is an appropriate use of performance appraisal - the assignment and justification of rewards and penalties are very uncertain and contentious.

In addition, as stated by Rue and Byars (2005) performance appraisal as a process is described as a way of determining and communicating how the employees do their jobs and coming up with a plan for improving the process of carrying out work responsibilities. The reliability of recruiting and selection tests and other performance evaluation exams is critical to determine and evaluating an employee's performance. Performance appraisal is essential as it updates employees' performance, identifies training needs and develops plans for employee development (Livy, 2007). According to Saadat (2003), the results of analysing current performance can be utilised to predict the future performance of those hired. Saadat further says that performance evaluation findings are critical in identifying educational demands and specifying the kinds of capabilities that employers demand. It also reveals who needs what training, but it does not ensure that qualified staff will be trained.

As a result, the training requirements can be more easily understood using information. People's qualities and abilities are also considered when they are evaluated. However, performance appraisal has some shortcomings in it. It is creating some discrepancies in the process. It will affect the employees' motivational level, ultimately affecting their efforts and risk-taking ideas for the betterment of the organisation. This shortcoming of performance appraisal

motivated this current study since employees are not happy with the performance appraisal employed in the STMHD.

While performance appraisals provide the perfect opportunity for managers and staff to have a one-on-one discussion, it is, unfortunately, open to biased ratings (Khan, 2013). For example, some managers tend to be liberal or strict in their staff rating. Managers may also fall into the trap of the “recent performance effect”, where they generally only recall the recent actions of employees at the time of the appraisal and award points based on recent favourable or unfavourable events rather than whole years’ worth of activities (Jones & Wright, 2007).

There is also a tendency to focus on weaknesses instead of strengths, which creates conflicts between managers and staff and a hostile work environment (Okeyo, Mathooko & Sitati, 2010). What organisations do not realise is that skills gaps need to be addressed as it would impact the bottom line (Afriyie, 2015). During the performance appraisal process, common problems emerge, including bias, stereotyping, halo error, distributional errors, similarity error, appraisal conflicts, proximity error, recency error, contrast error and attribution errors.

The personal interview with the staff revealed that employees are not motivated to work since the assessments of their performances do not reflect what they are doing in the organisation. Hence, it is prudent to establish the performance appraisal method dominant in the STMHD and assess how the performance appraisal system affects their job performance.

## Performance Appraisal Practices

This section presents the various performance appraisal practices, their limitations and their advantages. This review is necessary since it appears there are several methods of performance appraisal being carried out at the STMHD. Hence, it is crucial to establish the most common appraisal being utilised, the employees' view on it and how they perceive its influence on their job performance. Additionally, organisations can enhance employee performance with a suitable performance appraisal method. A suitable employee performance review method can make the whole experience effective and rewarding. Thus, the literature stated the following performance appraisal practices (Kissflow, 2022):

1. Graphic Rating Scale (GRS)
2. Behaviourally Anchored Rating Scales (BARS)
3. Management by Objectives (MBO)
4. 360 Performance Appraisal
5. Rating Scales and Checklists
6. Assessment Centre Evaluation
7. Psychological Appraisal

### *Graphic Rating Scale (GRS)*

This appraisal system gives evaluators a list of criteria or measures of performance that state how effective a staff is. Maturity, versatility, motivation, and cooperativeness are examples of performance aspects. Each dimension has a three-, five-, or seven-point rating system. Numbers and descriptive words define the points along the scale, indicating the level of

achievement. The phrases “average, adequate, satisfactory, or meets criteria” are frequently used to define the scale's midpoint (Kane & Lawler, 2009).

### ***Behaviourally Anchored Rating Scales (BARS)***

As a blend of graphic rating and critical incident method, the Behaviourally Rating Scale (BARS) aids in the identification of critical performance areas and the most successful behaviours that aid in the achievement of the intended goals. BARS bring out both the qualitative and quantitative benefits in a performance appraisal process. BARS compare employee performance with specific behavioural examples anchored to numerical ratings. Each performance level on a BAR scale is anchored by multiple BARS statements, which describe common behaviours that an employee routinely exhibits. These statements are a yardstick to measure an individual's performance against predetermined standards that apply to their role and job level.

An individual's performance can be evaluated using a behaviour checklist, a collection of work-related behaviours that must be marked if they apply to the person evaluated (Erasmus et al., 2005). After completing this checklist, the human resources department scores the individual and considers factors such as how important the behaviours are to work at hand. Using the graphic rating scale technique, Clark (1988) found that actual occurrences are utilised to draw the rater's attention to the most critical components that distinguish between completing a task successfully and unsuccessfully.

The first step in BARS creation is a generation of critical incidents that depict typical workplace behaviours. The next step is editing these critical incidents into a standard format and removing redundancy. After



normalization, the critical instances are randomized and assessed for effectiveness. The remaining critical incidents are used to create BARS and evaluate employee performance.

Finally, organisations that use BARS enjoy clear standards, improved feedback, accurate performance analysis, and consistent evaluation, eliminate construct-irrelevant variance in performance appraisal ratings by emphasising specific, concrete, and observable behaviours, decrease any chance for bias and ensure fairness throughout the appraisal process. However, the drawbacks of using BARS are a high chance of subjectivity in evaluations, difficulty in making compensation and promotion decisions, and time to create and implement. It demands more from managers and senior executives.

#### ***Management by Objectives (MBO)***

In 1954, Peter Drucker presented the idea of management by objective, which set out the goals and responsibilities of the organisation. This was done in collaboration with the individual employees. This concept involves the supervisor and the subordinates working together to set goals and develop action plans. After setting clear goals, managers and subordinates discuss the progress made to control and debate the feasibility of achieving those objectives periodically. This performance appraisal method is used to effectively match the overarching organisational goals with the objectives of employees while validating objectives using the SMART method to see if the set objective is specific, measurable, achievable, realistic, and time-sensitive (Kissflow, 2022). Additionally, Newstrom (2007) noted that this type of evaluation provides a unique feedback form.



### *360-Degree Performance Appraisal*

It has been established by Rees and Porter (2003) that a 360-degree appraisal entails the participation of a wide range of persons in a person's professional network. In addition, 360-degree feedback is a multidimensional performance appraisal method that evaluates an employee using feedback collected from the employee's circle of influence, namely managers, peers, customers, and direct reports (Varma et al., 2008; Erasmus et al., 2005). Its goal is to improve the quality of appraisals by making the process more open and unbiased. This means that the method will eliminate bias in performance reviews and offer a clear understanding of an individual's competence. This method allows management to improve a person's performance by matching their strengths and weaknesses.

According to Kissflow (2022), the 360-degree method has five integral components:

1. **Self-appraisals:** Self-appraisals offer employees a chance to look back at their performance and understand their strengths and weaknesses. However, if self-appraisals are performed without structured forms or formal procedures, they can become lenient, inconsistent, and biased.
2. **Subordinates Appraising Manager (SAM):** This upward appraisal component of 360-degree feedback is a delicate and significant step. Reportees tend to have a unique perspective from a managerial point of view. However, reluctance or fear of retribution can skew appraisal results.
3. **Managerial reviews:** Performance reviews done by managers are a part of the traditional and essential form of appraisals. These reviews must

include individual employee ratings awarded by supervisors and the evaluation of a team or program done by senior managers.

4. Peer reviews: As hierarchies move out of the organisational picture, co-workers get a unique perspective on the employee's performance, making them the most relevant evaluator. These reviews help determine an employee's ability to work well with the team, take up initiatives, and be a reliable contributor. However, friendship or animosity between peers may distort the final evaluation results.
5. Customer or client reviews: The client component of this phase can include either internal customers, such as users of products within the organisation or external customers who are not a part of the company but interact with this specific employee regularly. Customer reviews can evaluate the output of an employee better. However, these external users often do not see the impact of processes or policies on an employee's output.

### ***Rating Scales and Checklists***

Moats (1999) despite the shortcomings of these techniques are still widely used by organizations to evaluate their employees' performance. They involve an individual rating their performance using a scale that ranges from good to bad. The main advantages of these techniques are their relatively low cost and ease of implementation. However, they are also prone to bias and are often poorly designed to provide effective feedback. Aside from these, they also tend to overlook crucial job-related information. Also, rating scales and other subjective procedures are sensitive to legal attack.

### *Assessment Centre Evaluation*

The concept of an assessment centre was introduced in 1930 by the German Army, but it has been polished and tailored to fit today's environment. The assessment centre method enables employees to get a clear picture of how others observe them and their impact on their performance.

According to Moats (1999), this complex evaluation method is often used to evaluate management or executive opportunities. Using several assessments and raters, it calculates a person's future potential. Gatherings are typically held at a training facility or an evaluation site. A series of interviews, examinations, and exercises evaluate each person individually. Decision-making exercises, team projects, and group debates are also used to evaluate them. Assessment of future management potential is done by psychologists and managers working together to determine the strengths and weaknesses of employees (Bodil, 1997).

During the assessment, employees are asked to participate in social-simulation exercises like in-basket exercises, informal discussions, fact-finding exercises, decision-making problems, role-play, and other exercises that ensure success in a role. The main advantage of this method is that it will not only assess the existing performance of an individual but also predict future job performance. The major drawback of this approach is that it is a time and cost-intensive process that is difficult to manage. Figure 2 presents the stages in the assessment centre appraisal method.



skills. Qualified psychologists conduct various tests (in-depth interviews, psychological tests, discussions, and more) to assess an employee effectively. However, it is a relatively slow and complex process, and the quality of results is highly dependent on the psychologist who administers the procedure. Specific scenarios are taken into account while performing the psychological appraisal. For instance, how an employee deals with an aggressive customer can be used to appraise their persuasion skills, behavioural response, emotional response, and more.

### **Employees' Perception of Performance Appraisal Systems**

For the most part, employees feel conflicted about how their work is evaluated. Others use it as a tool to explain their performance, although some argue that it is biased and does not meet its stated objectives (Rasch, 2004). Managers are prone to errors in evaluating employees and their performance (Rasch, 2004). In some instances, employees believe these biases are based on an unfair evaluation of their work results. Biases and judgement errors can sabotage the performance evaluation process.

Selvarajan and Cloninger (2008) suggest that some employees are dissatisfied with their performance appraisal process. This implies that the performance appraisal process is inappropriate for addressing employee motivation. But performance appraisal is essential to positively affect the work environment and improve the quality of service.

Sonnentag and Frese (2002) mention that from an individual perspective, performance appraisal is assumed to have as much importance to an individual as much as it has to an organisation. As accomplishing tasks and performing at an average level can be a source of satisfaction and pride, but on

the other hand, failing to do so can result in personal and organisational failure. Manoharan, Muralidharan and Deshmukh (2009) highlighted the organisational perspective of performance appraisal. They add that, in the current changing business environment, where the economy and industries are open to global competition and driven by customers, industries recognise that improving the workforce's efficiency is a tool for organisational success.

Concerning how individuals react to elements of appraisal structure or methodology, Tziner and Kopelman (2002) found that both raters and ratees responded more favourably to behaviour observation scales (BOS) than they did to other scales, such as graphic rating scales or Behaviourally Anchored Rating Scales (BARS). The BARS is generally poorly received by raters and ratees and consistently ranks below the other rating formats. The value of BOS is that it allows the appraiser to play the observer role rather than the judge. In this way, they may more easily provide constructive feedback to the employee (Tziner & Kopelman, 2002). Raters are better able to recall performance information and are better able to discriminate among employees.

### **Employee Performance**

Employee performance is based on work activities and how effectively they are accomplished. Employers can use it at any time to discover areas of high and low performance and growth opportunities, not just on an annual or quarterly basis. Employee job performance is defined by Campbell (1990) as behaviour or habits that are important to the aims of the organization. If personnel are not accessible, other resources such as machines, materials, and money are useless and cannot be used to generate anything in a business context. Employees are the most valuable and crucial resources in any firm



and play a critical part in its operations. Armstrong and Baron (2005) believe that a comprehensive and integrated strategy for increasing individual and team performance and creating skills will lead to long-term organizational success. Employee performance is a complex blend of abilities, knowledge, attitudes, effort, and outcomes. Performance management aims to boost staff productivity and match individual and team efforts with the aims and objectives of the company. Employee performance improvement is economically sound and can give a business an advantage in the marketplace. Capacity and incentive are two aspects that affect performance (Lawler, Porter & Vroom, 2009).

Instead of being additive, ability and drive have a multiplicative impact on performance. Individuals require skill and motivation to achieve well; if talent is present but drive is lacking, effective performance will not be possible (Armstrong, 2010). How well a person performs and completes their duties contributes to the organisation's overall productivity. Many corporate personnel directors conduct annual or quarterly evaluations of each employee's performance to help them find areas for growth (Daft & Marcic, 2007). Employee performance refers to how successfully employees carry out their work and tasks. An organization's productivity and service delivery can only improve if its people perform their jobs and obligations.

The term "employee performance" often refers to the actions of an individual employee that are critical to the company's objectives and that the employee may influence. In other words, the employee's actions significantly impact the company's ability to meet its objectives. However, several factors can affect an employee's productivity. Root (1985) argues that an effective

worker possesses a robust skill set and a positive work environment. Managers must be aware of and always attempt to improve the performance of their employees due to a wide range of circumstances. On the subject of getting the best out of people, he adds that they must be provided with what they need to achieve and clear and understandable instructions. Managerial standards, employee dedication, and employee assessments are among the other factors to be considered.

Managerial standards can have an impact on the motivation of employees. As detailed in the human resources job description, management standards must be based on the position's expectations. It is common for a job description to contain details about an employee's educational background. Managers' expectations for their employees should be matched by their actions. The performance of employees can be degraded by managers who demand more from them than they were hired or prepared to do. In this area, there are several considerations to be taken. According to Root (1985), to get the best out of employees, there needs to be some incentive other than pay. Motivating factors include monetary incentives, the chance to participate in initiatives, a career path that eventually leads to management and participation from management in the employees' everyday activities.

Employees who aren't motivated may find it difficult to put out their utmost effort without a strong sense of purpose. The performance of employees increases when they perceive their employer is interested in their success. Root (1985) argues that to be truly committed, an organisation must offer its employees a competitive benefits package, help pay for their education, develop a systematic training schedule that keeps workers abreast

of company changes and provides relevant information for them to do their jobs, and upgrade equipment so that workers have the greatest up-to-date technology accessible to them. He concludes that the employees' commitment matches the corporation's dedication. As part of an effective two-way process, managers provide feedback on the performance of employees. Employees can express what they have learned over a whole year of work. Managers and employees work together to develop a strategy for the upcoming year to assist people in growing and improving their performance. As a result, thorough evaluations of employees are essential if those employees are to be successful.

As stated by Mathis and Jackson (2008) all organisations and their managers have personnel incapable of performing at the proper level at any given time. Treating the underlying cause is the best course of action to avoid a recurrence of the problem. A range of factors can impact an employee's performance, but not exclusively. Employees who do not feel supported by management are more likely to underperform. Workers' productivity suffers when they are not kept informed of important information. Workers that are unable to control their emotions will be less productive. Employees that do not understand the material will perform poorly. Supervisors commonly overlook these aspects. Any supervisor who cares about their staff's welfare will be happy to help improve/address these concerns through appropriate communication channels.

Managers develop goals, manage work schedules, track development, and provide feedback to their workers. Workers are expected to perform at a high level. Employees must know what they need to accomplish to perform their duties properly. Employees are instructed on what to perform, and the

standards by which they must complete it are communicated to them. The performance of employees can be evaluated in several ways (Gluck, 2016). The instrument used for accurate measurements must be of the highest quality. It is crucial to consider the tool's ability to be impartial while choosing. Defining the assessment instrument used by Mayhew (2016), if an approach is judged appropriate, it is up to HR staff to implement it in the workplace.

Performance can be evaluated using the following resources. a) Annual Performance Review b) (PA). One of the most comprehensive and extensively used ways of determining the performance of an organization's personnel is an employee performance appraisal (Mayhew, 2016). Managers and supervisors may utilise a variety of performance evaluation procedures and forms during yearly employee reviews. Boosting supervisors' and employees' views of the importance and usefulness of performance evaluation, regardless of the method utilised, is the goal, according to the Balanced Scorecard Institute.

According to Gluck (2016), this strategy allows employees to use the same or comparable criteria to evaluate themselves as their supervisor. Qualitative and quantitative criteria are often used in this process. If the employee's self-assessment ratings are similar to those of the supervisors, this method can boost the process's credibility in the employee's eyes. The discussion options provided by this programme enable the exploration of rating discrepancies safely and constructively.

A performance indicator is an objective statistic or data item used to evaluate performance concerning some goals. It is evident that there are several indications of performance and the worth of each one is proportionate to how far the goal has gone. Production, quality of productivity, cooperation,

decision-making, and problem-solving are only a few of the aspects of employee performance examined in this research.

### **Performance Appraisal and Employees Performance**

Employee performance management includes appraisal (Maund, 2001). When done correctly, an assessment technique can help employees create a stronger sense of self-worth and provide encouragement as they work toward personal goals. According to Bekele, Shigutu and Tensay (2014), employee performance is positively and significantly associated with performance evaluation. Personnel performance is significantly affected by the use of performance evaluations by researchers like Meysen, Mohammad and Ebrahim (2012).

An organization's performance appraisal system is essential since it focuses on developing employees' abilities. Furthermore, according to Malcolm and Jackson (2002), a company's usage of performance evaluation can help with employee retention, reward decisions, targeted training based on identified needs, and future advancement decisions for employees. Another study by Jonsson and Jeppesen (2012) ties the importance of performance evaluation to employees' emotional commitment. In their view, employees' dedication to the company's success can be enhanced by successful interpersonal relationships, such as those between supervisors and subordinates.

### **Empirical Review**

Awori's (2007) research sought to determine performance appraisal practices in the State Corporations in Kenya. The study was descriptive research that targeted all the 16 state Corporations that signed performance

contracts with the Government in October 2005. A questionnaire was sent to all Human Resource Managers of the Corporations. A response rate of 75% was achieved. The significant research findings show that although it would be proper to apply all the performance appraisal practices and techniques for an appraisal of all elements of the organisations, the findings indicated that the most commonly used performance appraisal practice is Management by Objectives as opposed to the balanced scorecard, self-review, peer review and upward appraisal. State Corporations use performance appraisal to improve work performance.

Although the performance appraisal practices were objective, the appraisal instruments were not tailored for every job category, performance appraisal was not necessarily used for promotion and appraisers are trained to a small extent. In this study, the sample size is insufficient, which could influence the findings' generalisability. Hence, this current study sought to use a large sample that adequately represented the population. Since the STMHD is a single unit, it would be easier to attain a higher response rate than the previous study. Additionally, this study was not conducted in the health sector. Hence, this current study sought to fill the gap of inadequate sectorial representation regarding research on performance appraisal systems in the health sector.

Mutunge (2013) studied the teachers' service commission staff members' perspectives on the effectiveness of the performance evaluation system in Nairobi, Kenya. The research was carried out using a descriptive approach. According to the findings, the teachers' service commission's performance evaluation system is straightforward and follows the same

standards as other government agencies. However, it was also discovered that the system did not include all employees in the review process. In addition, the system contains several flaws that allow it to be abused to evaluate employees subjectively. These include a lack of transparency on the parameters utilised, a subjective appraisal method, and personal differences among the appraisers.

Even though this study explored several appraisal methods and their flaws, it failed to point out the specific performance appraisal system adopted in the organisation and how it relates to the employees' job performance.

Boachie-Mensah and Seidu's (2012) study focused on employees' perceptions of performance appraisal biases or errors. It examined the implications of developing and implementing an effective appraisal system in a polytechnic in Takoradi, Ghana. The study also sought to identify pragmatic ways to alleviate any appraisal biases that may be present in the institution's appraisal system. Data were collected from 140 employees, including academic and administrative staff who had worked in the institution for at least two consecutive years and whose work had been appraised previously. A content-validated semi-structured interview schedule was used to interview the respondents.

The data collected were analysed using descriptive statistics to address the research questions. The results of the study indicate that employees of the institution perceive that the performance appraisal system of the institution is affected by subjectivity and is influenced by some significant errors. The findings have severe managerial implications for training, motivation and provision of resources for effective performance appraisal. Even though the use of interviews in this study is laudable, the study was conducted in only one

institution. Therefore, the findings may not be described as a reflection of the general state of affairs in the other educational institutions in the country since the respondents may not be a true reflection of the population. This current study, therefore, sought to use a quantitative approach, making it possible for data collected from a large sample using questionnaires. This current study is also focused on finding out the perception of the employees' performance appraisal practices concerning their job performance which was missing from the study by Boachie-Mensah and Seidu.

Najafi et al. (2010) analysed the impact of performance appraisal on employee motivation. Data were collected from 91 employees of the Afghan wireless communications company in Kabul. As a result of the findings of the primary and secondary data, the study concluded that performance appraisal and motivation correlate. It was not only performance appraisal that impacted the motivation of employees in Afghan wireless communications company, but satisfaction with the appraisal system, financial rewards, decision-making authority, and regular training was also among the factors that impacted the motivation. Even though this study did not consider job performance, it is believed that when people are motivated, their job performance increases and when they are not motivated, their job performance decreases. Thus, to be specific, this current study used only primary data and situated the study in the health sector to determine how their performance appraisal motivates them to work.

The study also used inferential statistics to analyse the data to determine the impact of the performance appraisal on the motivation of employees. Thus, this current study focused on the employees' views on the



specific performance system concerning their job performance using descriptive statistics. Even though descriptive statistics could not determine the effect of one variable on the other, the researcher believed that it would help ascertain a true reflection of how employees in the STMHD perceive performance appraisal systems concerning their job performance.

Chaponda (2014) conducted a study to determine the effect of performance appraisal on employee motivation using a survey of slum-based Non-Governmental Organizations in Nairobi. The study adopted a descriptive research design. The population of interest consists of all 300 employees of slum-based NGOs. A sample size of 171 was selected using a stratified sampling method. Data was collected using structured questionnaires. The data were analysed using the Statistical Package for Social Sciences (SPSS) into frequency distribution, percentages and Pearson correlations. On the effect of the performance appraisal process on employee motivation, the study established that the system is essential for employee motivation. Performance appraisal system has helped improve job performance at work.

The study concludes that the performance appraisal process on employee motivation established that the system is vital for employee motivation. This study also focused on how performance appraisal affects employees' motivation. However, emphasis was placed on the raters. Still, this current study focused on the employees since it is believed they would objectively judge their raters without bias. Also, job performance was considered together with employees' performance; hence no inferential statistics were used in the analysis.

A study was undertaken by Vigansawan (2005) in Malaysia to determine the relationship between performance appraisal and employee performance. A questionnaire was used to gather data from 1000 employees. With the usage of convenience sampling, it was quantitatively measured. The statistical tests utilized to assess the data were correlation and regression analysis. The findings revealed that performance evaluation has a beneficial impact on job performance. This study established the direct impact of performance appraisal on job performance by establishing relationships between the two variables; however, this current study used only descriptive statistics to analyse the perception of the employees on the appraisal systems about their job performance. Even though the study explored a larger sample size than this current study, it is believed that it was based on one organisation; hence, the sample used was an appropriate sample representation of the population under study.

### **Conceptual Framework**

The conceptual framework is created to show how this study's dependent and independent variables relate. It explains why research is done in a particular way using pictures. The study's conceptual framework is based on the expectancy theory. Employee performance is the dependent variable, whereas performance appraisal is the independent variable. Figure 3 depicts the conceptual framework for the research.



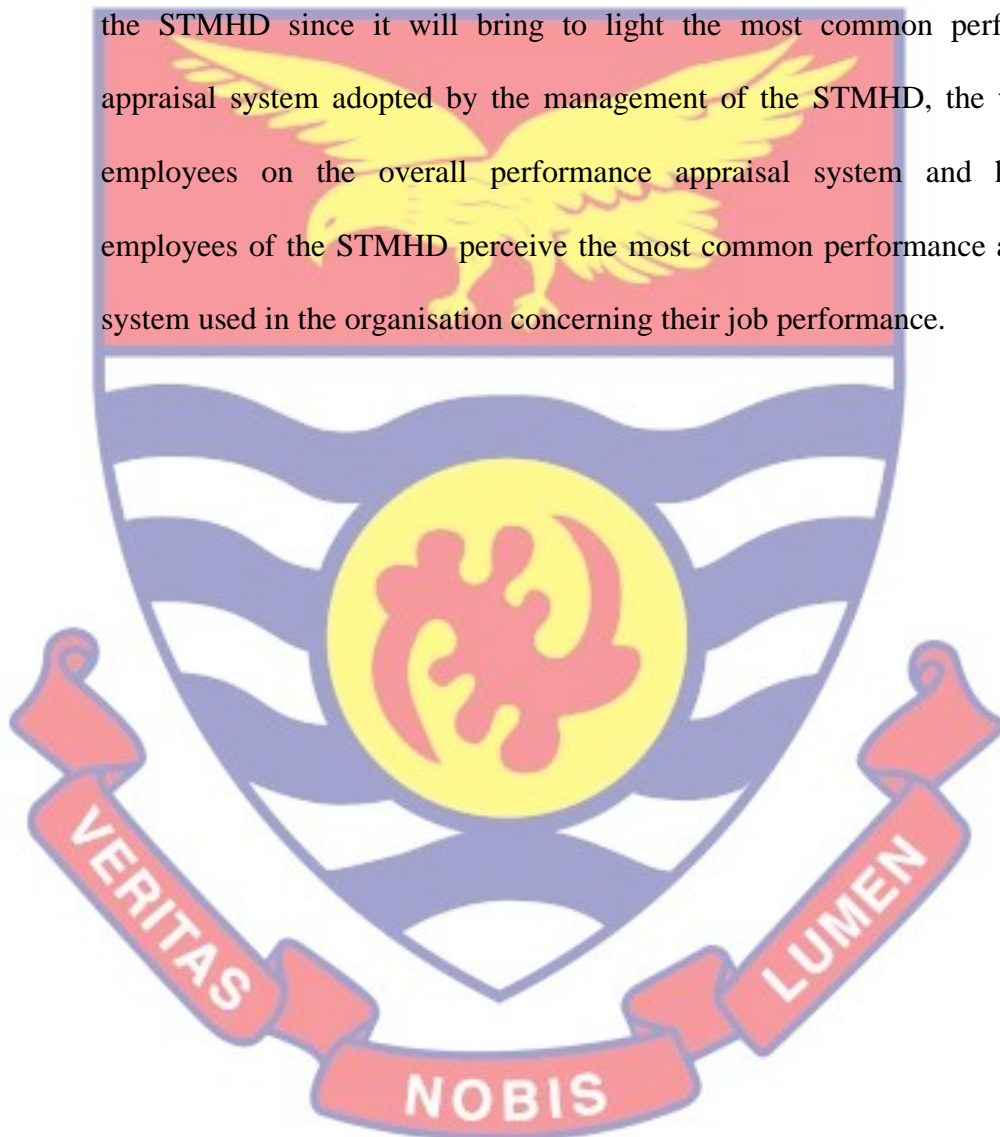
practised by the STMHD. Research also showed that the kind of performance appraisal system used and how employees perceive its effectiveness and usefulness can influence their performance on the job. For instance, employees who are allowed to rate themselves are likely to rate themselves high to attain promotions and benefits. This would affect the performance of the employee.

Again, the empirical literature reviewed could not establish the perception of employees on a specific performance appraisal system used in their organisations. Even though there are several performance appraisal systems, organisations are expected to utilise the most appropriate one that fits their criteria and gives the best results for their employees' performance without several errors. This would help management make informed decisions towards the growth of their employees and their organisations. Because of the arguments mentioned earlier, this study sought to establish the view of employees on the performance appraisal system adopted by the STMHD concerning their job performance. Lastly, from the literature, the perception of employees on the appraisal systems and the specific appraisal system about their job performance can either be positive or negative, which is likely to determine the effectiveness of the performance appraisal system.

### **Chapter Summary**

This chapter reviewed extant literature on performance appraisal and job performance. The theory underpinning the study was the expectancy theory. The concepts reviewed placed the study in focus on the objectives of the study. Furthermore, the empirical review showed that several studies had been conducted on performance appraisal, but none had been conducted in Sekondi-Takoradi, specifically, the STMHD. Gaps identified in the study

showed that most studies used motivation as a medium for job performance. Also, past studies did not explore the specific performance appraisal systems aligned with the literature. The perception of employees on a specific performance appraisal system concerning their job performance also seems to be missing in the literature. Hence, this study is essential to be conducted at the STMHD since it will bring to light the most common performance appraisal system adopted by the management of the STMHD, the views of employees on the overall performance appraisal system and how the employees of the STMHD perceive the most common performance appraisal system used in the organisation concerning their job performance.



## CHAPTER THREE

### RESEARCH METHODS

#### Overview

This section discusses the methods utilised to collect data for the study. The study research technique is described. The research design, the study area, the study population, the sampling procedure, the data collection tools and procedures, and the data analysis techniques are all covered in this chapter.

#### Research Paradigm

This study employed the positivist research paradigm because this epistemology assumes that features of social reality have constancy across time and settings. Thus, a particular feature can be isolated and conceptualised as a variable that is, as an entity that can take on different values. These values can be expressed as numerical scales. The research was conducted with an emphasis on accuracy, rigour, and objectivity. The researcher adopted a positivist, logical approach, collecting data through a questionnaire and drawing conclusions based on the findings. A positivist paradigm of research was applied in this study, as evidence is necessary to support an understanding of a phenomenon in its most accurate form. When it comes to empirical testing and methodologies like sampling, measurement, questionnaires, and focus groups, this paradigm helps positivist researchers comprehend their subject matter more clearly (Pham, 2018).

Adopting this paradigm also illustrates that the researcher is independent of the research, and consequently, the research can be entirely objective. The data obtained by the researcher was quantified for the sake of objectivity, and the research participants had minimal contact with the researcher. As a result, in this study, the researcher collected data from participants via questionnaires to verify that the responses were free of any implicit or explicit value judgments to attain objectivity.

### **Research Approach**

The process has three stages: data collection and measurement, data analysis and interpretation, and data visualisation. Hence, to go through these processes to respond to the research questions, the study employed a quantitative research method following the positivist ideology guiding it. This is because the acquired data was objectively interpreted. Thus, the conclusions from the study were quantified based on statistical analysis. Helpful descriptions regarding employee performance in the STMHD were gathered using quantitative data from closed-ended questionnaires.

### **Research Design**

Based on the positivist paradigm and the quantitative research approach, a descriptive survey design was used for this study. In a descriptive survey design, a single point in time is used to collect data on a specific social phenomenon to test for correlations between the variables (McMillan & Schumacher, 2012). According to Krishnaswami and Pottier (2001), this is a fact-finding study in which data is collected directly from a population at a specific period. Using a descriptive research design was a good choice for this investigation because it allowed the researcher to investigate particular aspects

of social phenomena, such as participants' views on the performance appraisal systems concerning their job performance. Using a descriptive research methodology, this study collected many responses from a wide range of participants from the target population. On the other hand, it paints an accurate picture of what happened and attempts to explain why people think and act the way they do.

The suitability of the descriptive design is supported by the fact that it has the potential to collect data from a representative sample that may be generalised to the general population, thereby justifying its use. Also, it helped to collect numerous responses from a wide range of the intended audience.

### **Study Unit**

The unit of analysis was the Sekondi-Takoradi Metropolitan Health Directorate (STMHD) in the Sekondi-Takoradi Metropolis of Ghana's Western Region. The Metropolis, which encompasses a land area of 219km<sup>2</sup> and has Sekondi as its administrative headquarters, is the administrative centre of the Western Region of the Republic of Ghana. Ahanta West District borders the Metropolis on the west, Wassa East District on the north, Shama District on the east, and the Gulf of Guinea on the south. The Metropolis is located in Ghana's south-western region, approximately 242 kilometres west of Accra, the country's capital. It is also about 280 kilometres west of the border with La Cote D'Ivoire.

Public Health, Health Information, Health Promotion, Disease Control, Administrative and Support and Nutrition units comprise the Health Directorate in this area. By providing and managing complete and accessible quality primary health care following national policy, the Directorate hopes to



ensure a healthy population with universal access to high-quality health services. Appraisals are a great way to keep an eye on the growth of employees and see how they are doing concerning their goals. However, it seemed there was no clear-cut way of appraising the performance of employees in the STMHD, leaving employees to do what they wanted to do since no one would access their performances and use them for decision-making in promotions or termination of contracts. Therefore, the findings of this study could help programmes develop effective performance measurement strategies that would help the organisation find and develop rules that would improve effective staff appraisal, performance, and quality of healthcare provided to patients.

### **Population**

All Sekondi-Takoradi Metropolis health workers are the focus of this investigation. However, staff from the health directorate would make up the sample or accessible population. This is due to the simplicity with which data may be gathered. According to data from the Human Resource Information Management System of STMHD, the overall population is 202. The division of the population is presented in Table 1. Both Senior Staff and Junior Staff were included in the study. The study's primary focus was on how the employees, not management, perceive different performance evaluation systems related to the employees' job performance. Hence management was left out of the study.

**Table 1**

Population (Departments) of Respondents at the STMHD

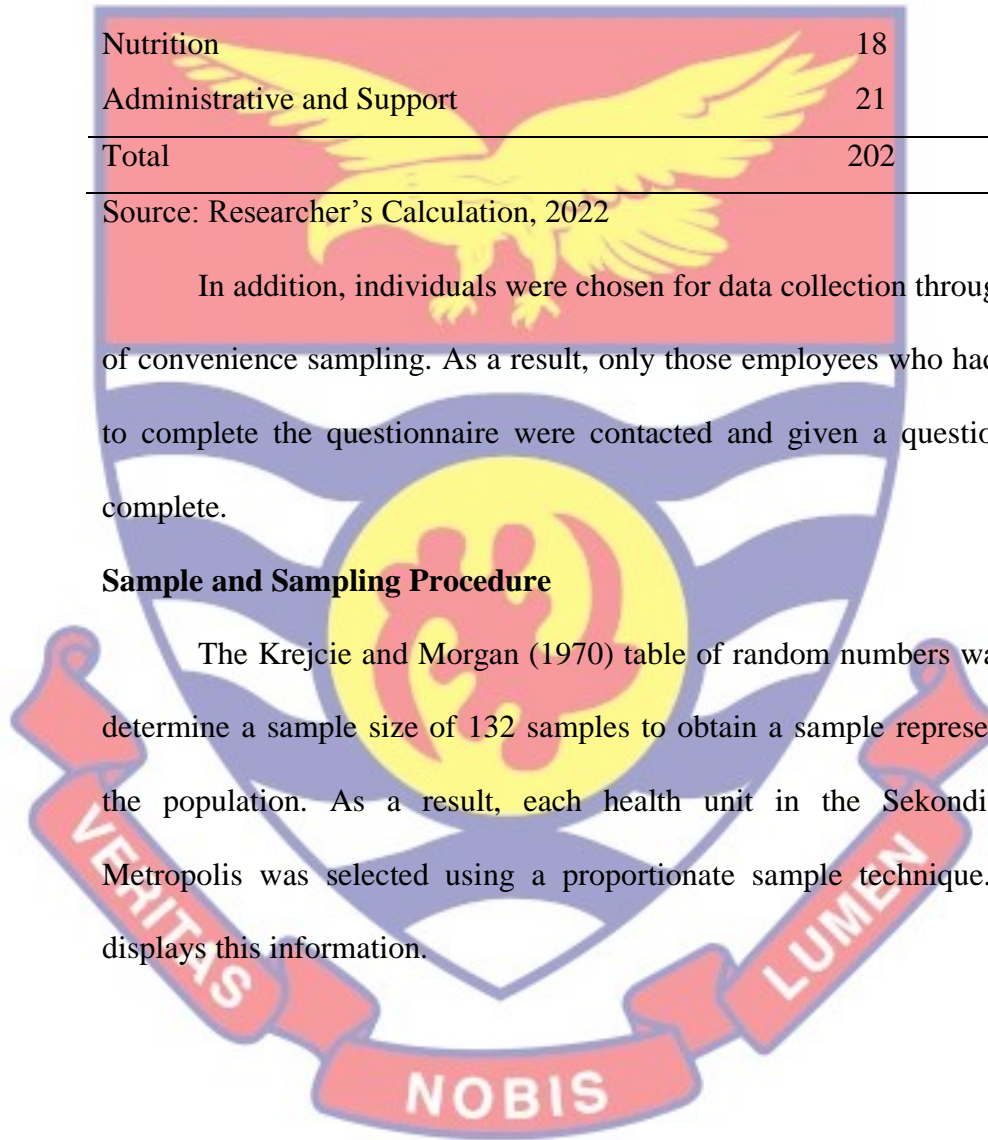
Units	Population
Public Health	83
Health Information	32
Health Promotion	12
Disease Control	36
Nutrition	18
Administrative and Support	21
<b>Total</b>	<b>202</b>

Source: Researcher's Calculation, 2022

In addition, individuals were chosen for data collection through the use of convenience sampling. As a result, only those employees who had the time to complete the questionnaire were contacted and given a questionnaire to complete.

**Sample and Sampling Procedure**

The Krejcie and Morgan (1970) table of random numbers was used to determine a sample size of 132 samples to obtain a sample representative of the population. As a result, each health unit in the Sekondi-Takoradi Metropolis was selected using a proportionate sample technique. Table 2 displays this information.



**Table 2**

Sample Size Selected from the Population		
Units	Population	Sample
Public Health	$\frac{83}{202} \times 132$	54
Health Information	$\frac{32}{202} \times 132$	21
Health Promotion	$\frac{12}{202} \times 132$	8
Disease Control	$\frac{36}{202} \times 132$	23
Nutrition	$\frac{18}{202} \times 132$	12
Administrative and Support	$\frac{21}{202} \times 132$	14
Total	202	132

Source: Researcher's Calculation, 2022

The convenience sampling technique was adopted to select the respondents to respond to the questionnaire. This was because, due to the nature of the work the respondents are engaged in, only those who were free and available to respond to the questionnaire were engaged. Even though this might reduce the number of respondents to the study, 140 questionnaires were printed and shared with the employees. This decision helped the researcher to attain a 100% questionnaire response rate.

#### **Data Collection Instrument**

Since this study was quantitative, using questionnaires for the data collection seemed appropriate. Hence, the study employed a self-created questionnaire with closed-ended questions to gather data for this study. There were four sections to the questionnaire (A-D). Section A had questions designed to gather demographic information about the participants. Section B contained eight (8) questions to gather information about STMHD's

performance evaluation processes. The employees were asked to select the various aspects of performance evaluation in Section C.

In contrast, in Section D, they were asked to rate how their performance in the STMHD was affected by these same evaluation aspects, using a 5-point Likert scale (Extremely High - Unfairly). There were 32 questions on the survey in all. Using a questionnaire, respondents can answer questions at their leisure and comfort, which were essential considerations while deciding on a survey instrument. The collection of data becomes standardised and more objective. Moreover, they are easy to administer and relatively cost-effective and save time. However, closed-ended questionnaires prevent the respondents from adding information that might be significant to the survey.

#### **Validity of the Instruments**

Mugenda and Mugenda (2003) defined validity as “the degree to which a test measures what it is intended to measure. Additionally, an exhaustive assessment of the literature was conducted to ensure that the questionnaire items accurately reflected the study’s research questions. The supervisor, lecturers, and peers were asked for their professional judgments to ensure the instruments’ appearance and content validity. Finally, the instrument was approved by the supervisor with the help of experts to establish its validity.

#### **Reliability of the Instruments**

Reliability is how reliable results are throughout time and how accurate they represent the entire population being studied. As a result, Cronbach’s alpha coefficient was utilised to assess the study’s instrument’s trustworthiness. According to Nunnally and Bernstein (1994), the standard

aims for reliability ratings of at least 0.7. Table 3 shows Cronbach’s alpha coefficient of the various sections of the questionnaire.

**Table 3**

Section of Questionnaire	Cronbach’s Alpha Coefficient
B	0.637
C	0.906
D	0.861

Source: Field Survey, 2022

From Table 3, only Section B had a reliability value of less than 0.7; however, since it is a two-dimensional scale (Yes/No), Cronbach’s alpha coefficient of 0.637 is suitable to establish its reliability for the study. Thus, the overall reliability of the instrument showed that the instrument is reliable for data collection.

**Data Collection Procedure**

Before data collection, a letter of introduction was collected from the Department of Human Resource Management, University of Cape Coast and sent to the study unit. A meeting was held, which lasted for 30 minutes, to explain the purpose of the study to the participants. Since the respondents were selected conveniently, 140 questionnaires were printed and shared with the respondents. This was done to ensure a 100% response rate since it is expected that not all the participants would be present when the researcher went for the completed questionnaires. Additionally, the respondents were to answer the questions at their own pace, and those who needed more information were coached through the questions. The staffs were allowed to respond to the questionnaires for five days, after which the researcher went for the completed questionnaires.

## Data Processing and Analysis

The data obtained in the field were cross-checked and updated to ensure no inaccuracies in the responses and information. The modified surveys were then coded to make data input, processing, and interpretation easier. The data entry and analysis were processed with Statistical Product for Service Solutions (SPSS Version 26.0) software. Descriptive statistics (frequency counts, percentages, mean and standard deviations) were used to analyse the research questions.

The frequency counts and percentages provided the overall number of respondents who selected a particular performance appraisal system provided in the questionnaire. Respective frequencies were generated, which aided the ranking of the systems to determine the most common one used in the organisation. Additionally, the mean and standard deviation helped to lump the responses to a single item and represent them with a single point. The lumping of the results enabled the interpretation of the results concerning how the respondents perceived an item on the questionnaires. Since a five-point Likert scale was used for Sections C and D, an average mean of 3.0  $((1+2+3+4+5)/5)$  was used as the reference point. The base mean helped the researcher determine whether the respondents favour the stated item.

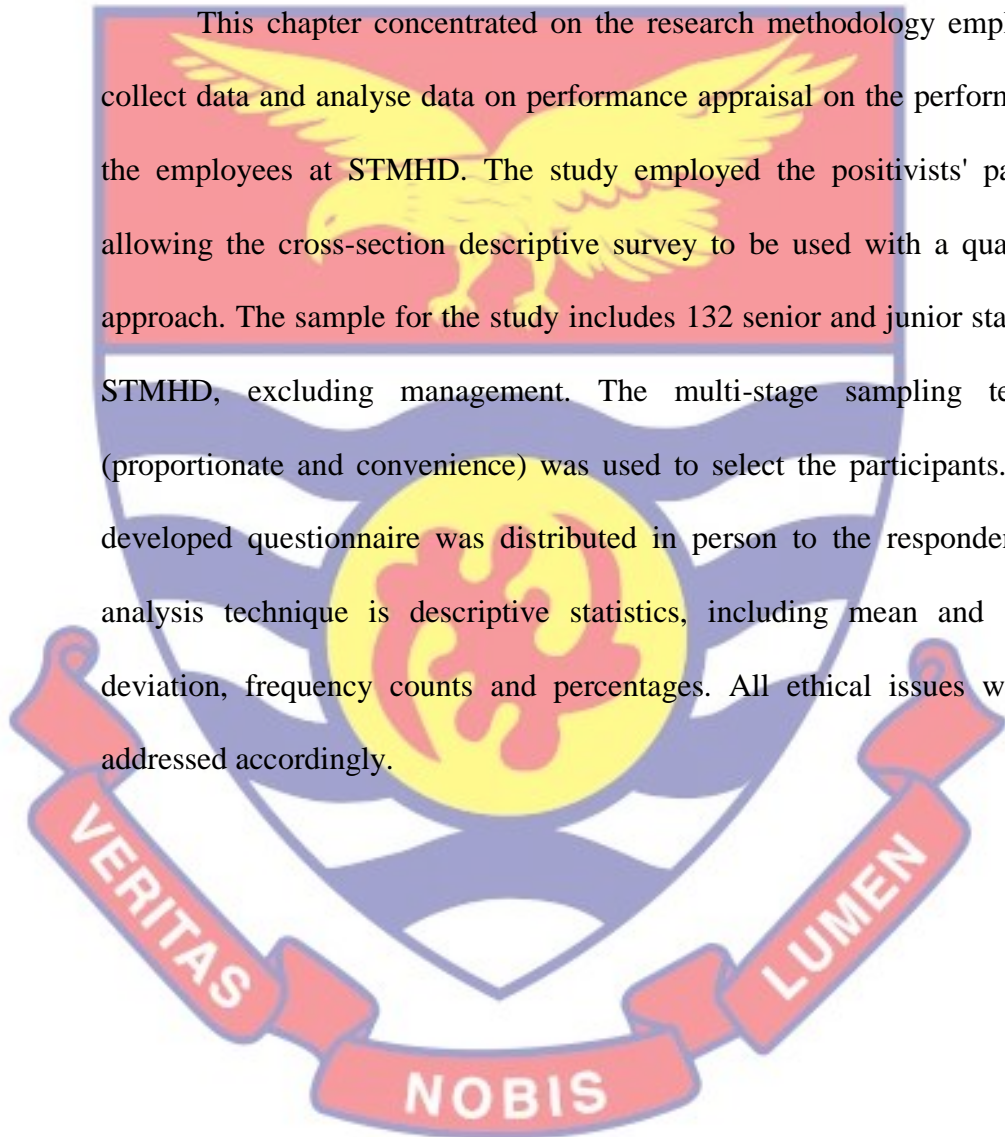
## Ethical Considerations

Ethical considerations were adhered to keenly to avoid breaking any ethical rules related to research. First and foremost, the respondents were made aware that participation in the study was not compulsory; hence, those who wished not to participate were not given the questionnaires. Those who were given the questionnaires could opt out whenever they wished.

Additionally, no personal information of the respondents was required of them that would trace their responses to them; hence they were assured of optimum anonymity. Finally, all Covid-19 protocols were observed to reduce the spread of the virus.

### Chapter Summary

This chapter concentrated on the research methodology employed to collect data and analyse data on performance appraisal on the performance of the employees at STMHD. The study employed the positivists' paradigm, allowing the cross-section descriptive survey to be used with a quantitative approach. The sample for the study includes 132 senior and junior staff of the STMHD, excluding management. The multi-stage sampling technique (proportionate and convenience) was used to select the participants. A self-developed questionnaire was distributed in person to the respondents. The analysis technique is descriptive statistics, including mean and standard deviation, frequency counts and percentages. All ethical issues were also addressed accordingly.



## CHAPTER FOUR

### RESULTS AND DISCUSSIONS

#### Overview

This chapter presents the results and discussion of the data collected for the study. The purpose of the study was to measure the performance appraisal systems in Sekondi-Takoradi Metropolitan Health Directorate and employee performance. Hence, the 132 responses were analysed, and the results were presented in two sections. The first section presents the respondents' demographic data results, whereas the second section presents the data analysis in response to the specific research questions.

#### Demographic Data of Respondents

The demographic characteristics of the participants in the study are presented in this section. The questionnaire return rate was 100%. This was achieved because the researcher distributed questionnaires to more samples than the estimated sample size. These are shown in Table 4.

**Table 4**  
Demographic Profile of Respondents

Demographic Profile	Frequency	Percentage (%)
<b>Gender</b>		
Male	53	40.2
Female	79	59.8
<b>Total</b>	<b>132</b>	<b>100.0</b>
<b>Age</b>		
21-30 years	17	12.9
31-40 years	83	62.9
41-50 years	11	8.3
51 years and above	21	15.9
<b>Total</b>	<b>132</b>	<b>100.0</b>



**Table 4 continued****Level of education**

HND	5	3.8
Professional Certificate	7	5.3
First Degree	54	40.9
Second Degree	33	25.0
PhD	11	8.3
Others	22	16.7
<b>Total</b>	<b>132</b>	<b>100.0</b>

**How long have you been working with STMHD?**

One year and below	2	1.5
2-4 years	3	2.3
5-7 years	90	68.2
8-9 years	10	7.6
Ten years and more	27	20.5
<b>Total</b>	<b>132</b>	<b>100.0</b>

Source: Field Survey, 2022

From Table 4, more females, 79(59.8%), than males, 53(40.2%), who participated in the study. Again, the age categorization of the respondents depicted that more than half 83(62.9%) of the respondents were aged 31-40 years, followed by 21(15.9%) who were aged 51 years and above, 17(12.9%) who are within the age range of 21-30 years. The least proportion of 11(8.3%) of respondents was 41-50 years old. Concerning the respondents' highest level of education, the results showed that 54(40.9%) of the respondents had attained First Degrees, 33(25.0%) had acquired Second Degrees, 22(16.7%) had other certificates/qualifications, 11(8.3%) had their PhD. In contrast, 7(5.3%) in the least proportion had professional certificates. Finally, the working experience of the respondents revealed that more than two-thirds of 90(68.2%) have been working for 5-7 years, followed by 27(20.5%) who were working for ten and more years and 10(7.6%) who had working experience of

8-9 years. Additionally, 5(3.8%) of the respondents who participated in the study had from 1 to 4 years of working experience at the time of data collection.

### Performance Appraisal Systems Employed at STMHD

This research question sought to determine the most common performance appraisal technique adopted by the management of STMHD. Respondents were required to select from a list of performance appraisal practices the ones that are most applicable in the STMHD. Since it was established that the respondents could not identify the specific performance appraisal system used in the organisation, they were asked to select more than one of the appraisal systems presented in the questionnaire. This was done to establish the most common appraisal system in STMHD from the numerous appraisal systems presented in the questionnaire. The results of the data collected are presented in Table 5.

**Table 5**

Performance Appraisal Practices

Statement	Frequency	Percentage (%)
Rating scale	100	75.8
Checklist method	85	64.4
360-degree appraisal	47	35.6
Behaviourally anchored rating scale	47	35.6
Assessment Centre Method	45	34.1
Psychological Appraisal	32	24.2
The behavioural observation rating scale	31	23.5
Management by objective	29	22.0

Source: Field Survey, 2022

Results in Table 4 showed that 100(75.8%) of the respondents agreed that the management of STMHD adopts the rating scale appraisal method, followed by 85(64.4%) who agreed with the checklist method. These were followed by the 360-degree appraisal method and the behaviourally anchored rating scale 47(35.6%) each. However, the psychological appraisal method 32(24.2%), the behavioural observation rating scale 31(23.5%), and the management by objective 29(22.0%) received the least responses.

### **Perception of Employees on Performance Appraisal Systems at STMHD**

To determine employees' perception of performance appraisal systems at the STMHD, the respondents were presented with items to state their levels of agreement and disagreement. The perception of employees on performance appraisal systems was analysed using mean and standard deviation. The questionnaire used the five-point Likert Scale type involving the options "5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, and 1 = Strongly Disagree." For a more straightforward interpretation of the results, "Strongly agree and agree" were merged and taken as "agree", whereas "Strongly disagree and disagree" were merged and regarded as "disagree". An average mean of 3.0  $((1+2+3+4+5)/5)$  was used as the reference point. Items with mean values below 3.0 are considered items that the respondents have disagreed with, while items with mean values above 3.0 mean that the respondents have agreed to such items. The results are presented in Table 6.

**Table 6**

Perception of Employees on the Performance Appraisal Systems

Statement	Mean	Std. Deviation
Performance appraisals are based on objective and quantifiable results	4.02	0.92
The performance review process is linked to compensation plans	4.02	0.92
I get the opportunity to discuss my training and development requirements with my employer through performance appraisal	3.97	1.03
The performance review process is standardized and documented	3.89	1.10
Promotions and pay increases are based on achieving documented performance objectives	3.80	1.10
Performance appraisal validates administrative decisions (compensation, promotion, placement, etc.)	3.79	0.97
Performance appraisal helps in professional development (identifying strengths and weaknesses in performance, implementing strategies for improvement)	3.75	1.05
The performance appraisal aids the development of reward systems	3.73	0.97
Performance appraisal helps in identifying systemic factors that are barriers to effective performance	3.62	0.95
I consider the appraisal process a waste of time	3.51	1.04
<b>Grand Mean/ Std. Deviation</b>	<b>3.81</b>	<b>0.74</b>

Source: Field Survey, 2022

It can be seen from Table 5 that all the nine (9) positive items that were used to measure the perception of the respondents on the adoption of performance appraisal at STMHD have received positive responses regarding

performance appraisal based on objective and quantifiable results ( $M = 4.02$ ,  $SD = 0.92$ ). The performance review process is linked to compensation plans that received the highest responses ( $M = 4.02$ ,  $SD = 0.92$ ) receiving the highest responses. Furthermore, the respondents stated that they could discuss their training and development requirements with their employer through performance appraisal ( $M = 3.97$ ,  $SD = 1.03$ ), and the performance review process is standardized and documented ( $M = 3.89$ ,  $SD = 1.10$ ). Even though most of the respondents gave positive feedback on their perceptions of the appraisal practices, they said they consider the appraisal process a waste of time ( $M = 3.51$ ,  $SD = 1.04$ ). However, in general, the respondents have good perceptions ( $M = 3.81$ ,  $SD = 0.74$ ) about performance appraisal in the STMHD.

### **Employees' Perception Regarding the Particular Performance Appraisal System Being Used at STMHD Concerning their Job Performance**

This research was to find out how the performance appraisal has affected the performance of the employees at the STMHD. In doing so, the respondents were given a questionnaire with a list of items to state the extent to which they perceived the specific performance appraisal concerning their job performance at the STMHD on a five-point Likert Scale type involving the options “5 = Extremely High, 4 = High, 3 = Satisfactory, 2 = Fairly, and 1 = Unfairly.”. For a more straightforward interpretation of the results, “Extremely High and High” were merged and taken as “High”, whereas “Fairly and Unfairly” were merged and regarded as “Unfairly”. An average of 3.0  $((1+2+3+4+5)/5)$  was used as the reference point. Items with mean values

below 3.0 are considered items that unfairly influence their job performance as a result of the performance appraisal system.

In contrast, items with mean values above 3.0 highly influenced their job performance as a result of the performance appraisal system. Thus, a grand mean was used to conclude the overall perception of the employees on the performance appraisal system about their job performance. The results of this analysis are presented in Table 7.

**Table 7**

**Performance Appraisal System and Employee Job Performance**

Statement	Mean	Std. Deviation
How has performance appraisal helped you to deal confidently and efficiently with top management and colleagues?	3.83	0.94
How has performance appraisal affected your demonstrating the necessary knowledge and skills to perform the job effectively?	3.83	0.97
How has performance appraisal impacted your production of high-quality work?	3.74	0.91
How has performance appraisal influenced your completion of job accuracy and timeliness to achieve the work objective?	3.50	0.90
How has performance appraisal helped you to meet your work hours schedule and attendance expectations?	3.45	0.94
How has performance appraisal influenced your completion of duties according to procedures?	3.45	0.99
How has performance appraisal helped you to complete your task within the given time frame?	3.37	1.05
How has performance appraisal influenced you to	3.33	1.08

**Table 7 continued**

identify, analyse problems, and find solutions?		
How has performance appraisal affected your establishment of job objectives concerning the department and company goals?	3.27	1.10
How has performance appraisal enabled you to volunteer to complete extra tasks?	2.58	1.06
<b>Grand Mean/Std. Deviation</b>	<b>3.44</b>	<b>0.66</b>

Source: Field Survey, 2022

Out of the ten (10) items used to determine how employee perceive the performance appraisal systems in relation to their job performance, as shown in Table 6, nine (9) items have received positive responses, with one item receiving a negative response from the respondents. Thus, among the items that received positive responses, the respondents stated that performance appraisal has a high influence on them dealing confidently and efficiently with top management and colleagues ( $M = 3.83$ ,  $SD = 0.94$ ) as well as the demonstration of necessary knowledge and skills to perform the job effectively ( $M = 3.83$ ,  $SD = 0.97$ ). Additionally, the respondents agreed that performance appraisal highly influences their production of high-quality work ( $M = 3.74$ ,  $SD = 0.91$ ). It is also worth noting that performance appraisal has helped the respondents complete the job accurately and timely to achieve the work objectives ( $M = 3.50$ ,  $SD = 0.90$ ). Other effects of performance appraisal on the performance of employees include performance appraisal has helped them to meet work hours schedule and attendance expectations ( $M = 3.45$ ,  $SD = 0.94$ ) and performance appraisal have highly influenced their completion of duties according to procedures ( $M = 3.45$ ,  $SD = 0.99$ ). However, the

respondents stated that performance appraisal has unfairly enabled them to volunteer to complete extra tasks ( $M = 2.58$ ,  $SD = 1.06$ ). Finally, it can be seen generally that performance appraisal has a high positive effect on the performance of employees at STMHD ( $M = 3.44$ ,  $SD = 0.66$ ).

### Discussion of Results

This study focused on performance appraisal systems in relation to employees' job performance in the Sekondi-Takoradi Metropolitan Health Directorate (STMHD). The results from the analysis revealed that the rating scale appraisal method was the most commonly used performance appraisal system in the STMHD, followed by the checklist method. This is because the employees can rate their performances using a scale ranging from good to bad. The main advantages of these techniques are their relatively low cost and ease of implementation. Thus, the population of STMHD is large, so allowing the employees to rate themselves becomes the quickest way to evaluate their performances. This was evidenced by the results from the demographic characteristics of the respondents to this study which portrayed that the respondents are widely categorised in various demographic profiles ranging from gender, age, and working experience, among others. However, these approaches are prone to bias and are often poorly designed to provide effective feedback. Aside from these, they also tend to overlook crucial job-related information. Information about the number of units produced and product quality is overlooked. In the context of STMHD, the services rendered by an employee are likely to be overlooked since the employees might produce any information that will make them look productive in the face of their supervisors.



This study confirms the findings by Awori (2007), who found self-reviews and peer reviews to be the most popular techniques of performance evaluation in Kenyan state corporations. However, Awori concluded that management by objectives was the most popular method of evaluating employee performance appraisal, hence not conforming to this study.

Again, the employees perceived that the performance review process was linked to compensation plans. Thus, individual performance depicts the bonuses and other incentives that are provided to the employees. By way of this approach through appraisal, employees would likely be willing to work harder and stay longer after working hours, ensuring they achieve their targets and be compensated accordingly. This is expected to improve the overall performance of the employees as well as the performance of the organisation. This current study also found that performance appraisal aids the development of reward systems. Systems of rewarding employees in the form of overtime are primarily aligned with the performance of the employees. Thus, it is a good idea to develop performance appraisal systems aligned with the organisation's development of reward systems.

By so doing, workers are likely to be devoted to the work and put all their interests into the work to meet the organisation's set objectives that are motivated by the reward systems. However, Mckenzie (2008) states that the current process deals with diminishing performance problems. Individual efforts are not always aligned with the desired organizational direction, and supervisors have little incentive to challenge the current process and encourage risk-taking to improve service delivery.

However, it was noteworthy that respondents perceived the appraisal process as a waste of time. This might be because the performance appraisal results are not being used as they were expected to be used by the management of the STMHD. Thus, in general, it can be seen that employees of the STMHD have positive perceptions of the performance appraisal system. This confirms the study by Najafi et al. (2010) that performance appraisal is related to motivation. In this case, motivation can be in reward systems and the provision of structures, among others.

Performance appraisal also has a significant favourable impact on the performance of employees. This confirms the finding by Vigansawan (2005) who found that performance evaluation positively affected work productivity. To be more specific, performance evaluations have greatly aided employees in their interactions with upper-level management and their co-workers. This is because when employees' performances are appraised, and feedback is given to them on how they are performing on the job, the organisation has to provide structures for the employees to sit down with their supervisors to discuss their results and suggest possible means to improve performance if the need be. This confirms the expectancy theory that motivation is at the heart of job productivity. This can be seen in the STMHD, where management has made it possible for employees to get closer to the authorities to seek clarifications on their performances and how they can be improved. This will likely create cooperation and harmony among the working staff and management, where ideas are shared to drive the organisation forward.

Additionally, it was found that performance appraisal in the STMHD has dramatically helped the employees demonstrate the necessary knowledge

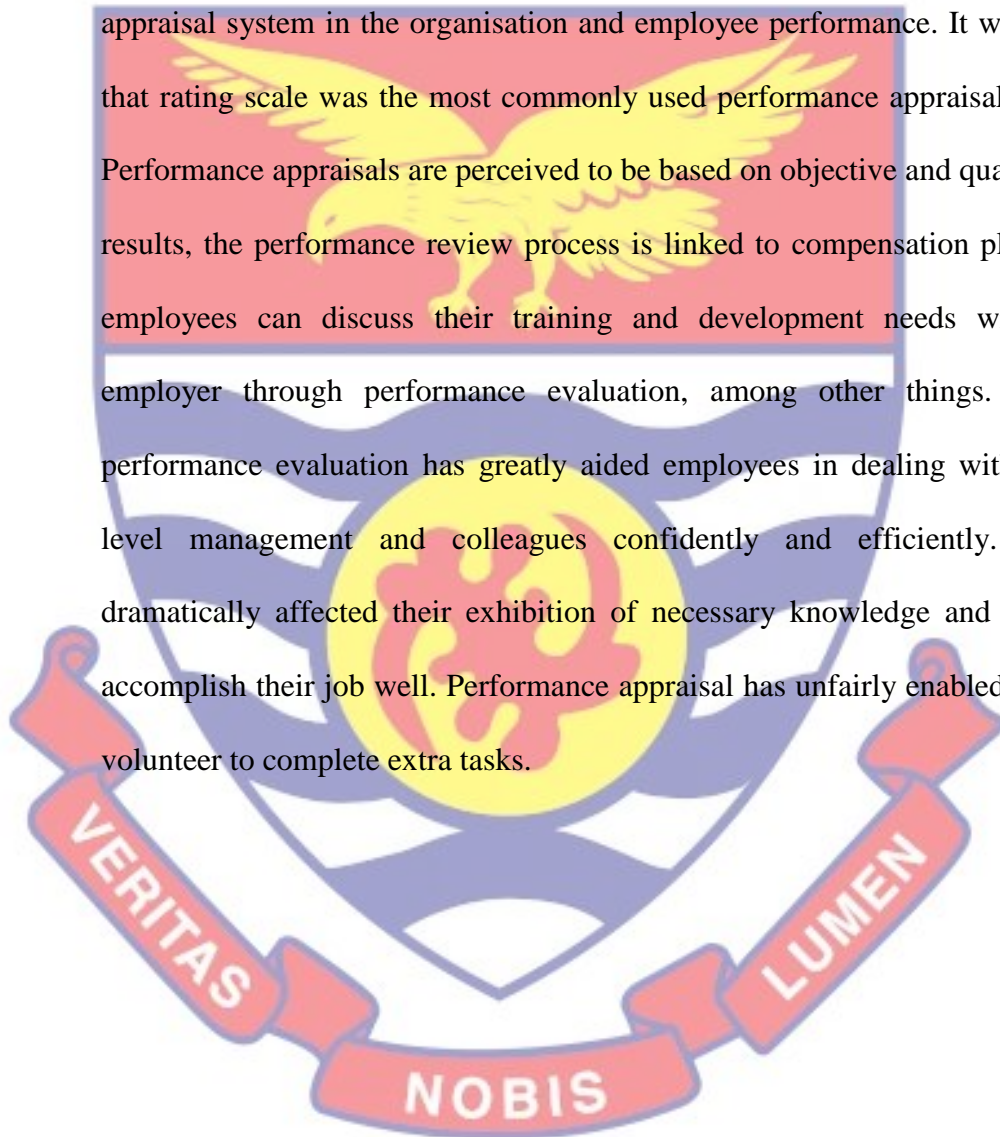
and skills to perform the job effectively. This confirms the viewpoint of Lawler, Porter and Vroom (2009), who averred that capacity and incentive are two factors that influence performance. Thus, the structures provided in the STMHD, which enable performance appraisal results to be discussed with the employees, have made the employees review their performances and learn to demonstrate the knowledge and skills necessary to perform the job effectively. This tends to improve the employees' and the organisation's performance as a whole.

Again, performance appraisal has helped the employees produce high-quality work as stated by the study. To produce high-quality work, one needs to assess themselves to know what they are doing right or wrong and what can be done to improve one's performance further. However, the results also revealed that performance appraisal does not enable employees to volunteer to complete extra tasks. Employees perceived performance appraisal as a waste of time where appraisal results are not used. This is likely to discourage employees from volunteering to complete extra tasks. Here, the employees focus much on completing their tasks without paying attention to other extra work that must be completed to achieve organisational success. This agrees with Kuvaas's (2006) study, which found that job commitment is mediated by intrinsic motivation, and performance appraisal has a substantial relationship with it. To perform successfully, people require both ability and motivation, and if talent is there, but the desire is not, there will be no effective performance (Armstrong, 2010). This tends to delay overall work completion since everyone is supposed to finish their tasks themselves. Hence, from the conceptual framework of this study, it can be seen that employees have

different perceptions on performance appraisal systems in relation to their job performance however, the overall perception was positive.

### Chapter Summary

This chapter presented the results and discussed the results from the data collected from 132 employees of STMHD about the performance appraisal system in the organisation and employee performance. It was found that rating scale was the most commonly used performance appraisal system. Performance appraisals are perceived to be based on objective and quantifiable results, the performance review process is linked to compensation plans, and employees can discuss their training and development needs with their employer through performance evaluation, among other things. Finally, performance evaluation has greatly aided employees in dealing with upper-level management and colleagues confidently and efficiently. It has dramatically affected their exhibition of necessary knowledge and skills to accomplish their job well. Performance appraisal has unfairly enabled them to volunteer to complete extra tasks.



## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Overview

This chapter presents the complete summary of the study, the findings, the conclusions derived from the findings, and recommendations for decision-making. The chapter ends with a suggestion for further studies to improve knowledge in this field.

#### Summary

This study focused on performance appraisal systems and employee job performance at Sekondi-Takoradi Metropolitan Health Directorate (STMHD). To achieve this purpose, the study specifically sought to examine the performance appraisal practices employed at the STMHD, determine the perception of employees on performance appraisal, and establish the perception of employees on the performance appraisal system used concerning their job performance. The study adopted the descriptive design with a quantitative approach based on the positivist paradigm. The accessible population for the study were all junior and senior staff of the STMHD. Using Krejcie and Morgan's (1970) table of random numbers, 132 participants were sampled for the study from a population of 202 staff at the STMHD. Using multi-stage sampling techniques, proportionate sampling was used to select the number of respondents from each of the units under the STMHD.

During the data collection, the respondents were conveniently sampled to provide information on the research questionnaire. The main instrument for

data collection was a questionnaire distributed in person to the study participants. The data collected were analysed using descriptive statistics (frequency counts, percentages, mean and standard deviations) with the help of the Statistical Product for Service Solutions (SPSS Version 26.0). The results are presented in tables.

### **Key Findings**

From the analysis of the data collected for the study, the following findings were made according to each research objective that guided the study:

1. It was revealed that the most commonly used performance appraisal system in STMHD is the rating scale appraisal system.
2. It was found that employees perceived performance appraisals to be based on objective and quantifiable results, and the performance review process is linked to compensation plans, among others; however, they consider the appraisal process a waste of time.
3. Employees of STMHD perceived that the performance appraisal system has highly helped them to deal confidently and efficiently with top management and colleagues; the performance appraisal system has highly affected their demonstration of necessary knowledge and skills to perform the job effectively, among others, but on the contrary, the performance appraisal system has unfairly enabled the employees to volunteer to complete extra tasks.

### **Conclusions**

The main aim of this study was to investigate the performance appraisal system adopted by the STMHD and employees' performance. From the data collected and the findings made from the analysis, even though the

management of STMHD employs several performance appraisal practices, the most commonly used practice is the rating scale appraisal method. The STMHD widely uses this appraisal system to appraise their employees' performance. Thus, employees are objectively rated without any biases, making the assessment process error-free.

The study also concluded that employees at the STMHD have different perceptions of the performance appraisal systems. Thus, there is a generally positive perception of the employees of the performance appraisal systems. This means that the appraisal system is effective. Finally, the employees of the STMHD have positive perceptions of the performance appraisal system concerning their job performance. Hence, there is a high positive influence of performance appraisal on the performance of employees at the STMHD as perceived by the employees.

Even though there are varying perceptions of the performance appraisal system, it can be concluded that these perceptions are positive regarding job performance of employees.

### **Recommendations**

The following recommendations were made:

1. Since the rating scale was the most common performance appraisal system adopted, it is recommended that the management of STMHD should continue using the rating scale appraisal system since it helps the employees to rate themselves based on their abilities.
2. The employees considered the appraisal process a total waste of time and stated that the performance appraisal helps identify factors that are barriers to effective performance. To change this perception of the

employees, it is recommended that the management of the STMHD should use the performance appraisal results to inform the payment of incentives, bonuses, and promotions, among others, so that the employees would not see the performance appraisal process as a total waste of time. To achieve this, management could organise training with employees and inform them how the appraisal results benefit everyone and the organisation. This will likely change the employees' perception of the whole appraisal process.

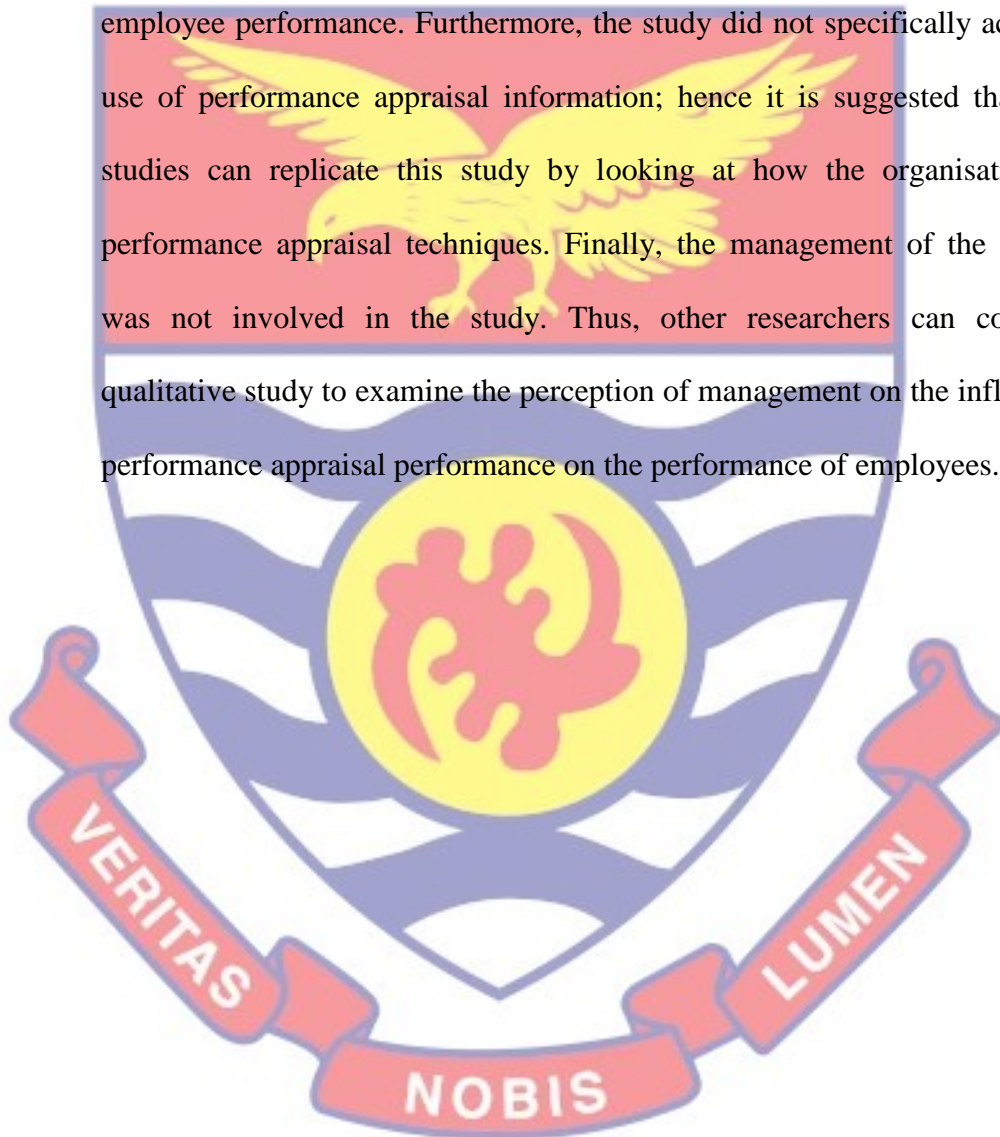
3. According to the literature, the use of performance appraisal was supposed to motivate employees to improve their performance. However, from this study, the employees at the STMHD stated that performance appraisal does not motivate them to complete extra tasks. This is because employees perceived that the appraisal was a waste of time. Thus, it is recommended that performance appraisal be used for its intended purposes to motivate the employees to volunteer to complete extra tasks to achieve organisational goals on time and improve their performance. The objectives of conducting performance appraisal could be stated clearly for every employee to be aware of. This is likely to help the employees appreciate the intended purpose of the appraisal process and motivate them to work harder to achieve higher appraisal scores.

### **Suggestions for Further Studies**

This study was conducted using the STMHD as a case study. Since the questionnaire was the only instrument used for the data collection, it did not provide opportunities for the respondents to express themselves. Hence, it is



recommended that future research consider a mixed method approach to enable the respondents to voice out their perceptions of the appraisal systems and how they relate to their job performance. Furthermore, a cause-and-effect relationship should be studied on this phenomenon since this study fell short of establishing a statistical relation or effect of performance appraisal on employee performance. Furthermore, the study did not specifically access the use of performance appraisal information; hence it is suggested that future studies can replicate this study by looking at how the organisation uses performance appraisal techniques. Finally, the management of the STMHD was not involved in the study. Thus, other researchers can conduct a qualitative study to examine the perception of management on the influence of performance appraisal performance on the performance of employees.



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**APPENDICES**

**APPENDIX A**

**QUESTIONNAIRE**

**UNIVERSITY OF CAPE COAST**

**COLLEGE OF HUMANITIES AND LEGAL STUDIES**

**SCHOOL OF BUSINESS**

**DEPARTMENT OF HUMAN RESOURCE MANAGEMENT**

**QUESTIONNAIRE ON PERFORMANCE APPRAISAL AND  
EMPLOYEE PERFORMANCE: EVIDENCE FROM SEKONDI-  
TAKORADI METRO HEALTH DIRECTORATE**

**Introduction:** This questionnaire has been designed to solicit information on Performance Appraisal and Employee Performance: Evidence from Sekondi-Takoradi Metro Health Directorate. Your response will help the researcher to accomplish the research objectives. The information provided will be used for academic purposes only. This questionnaire will take 5 minutes of your time. Your opinions are essential to the study and will remain confidential.

**SECTION A: RESPONDENTS' DEMOGRAPHICS**

Please Tick (✓) or respond to the questions below.

<b>1</b>	<b>Gender</b>	Tick(✓)
	Male	
	<b>Female</b>	
<b>2</b>	<b>Age</b>	
	21-30 years	
	<b>31-40 years</b>	
	41-50 years	
	51 years and above	



<b>3</b>	<b>Level of education</b>	
	HND	
	Professional Certificate	
	<b>First Degree</b>	
	Second Degree	
	PhD	
	Others	
<b>4</b>	<b>How long have you been working with STMHD?</b>	
	One year and below	
	2-4 years	
	<b>5-7 years</b>	
	8-9 years	
	Ten years and more	

**SECTION B: PERFORMANCE APPRAISAL PRACTICES AT STMHD**

This section presents items on the performance appraisal practices adopted by the management of **STMHD**. Kindly tick which of the following performance appraisal practices are adopted by the management of STMHD.

S/N	Statement	Yes	No
1	Management by objective		
2	360-degree appraisal		
3	The behavioural observation rating scale		
4	Behaviourally anchored rating scale		
5	Rating scale		
6	Checklist method		
7	Psychological Appraisal		
8	Assessment Centre Method		

**SECTION C: EMPLOYEE PERCEPTION OF PERFORMANCE APPRAISAL**

This section presents items on your perception of perception on performance appraisal by STMHD. Please tick from the options your level of agreement or disagreement about your perception of performance appraisal in STMHD.

**Key: Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A), and Strongly Agree (SA)**

S/N	Statement	SD	D	N	A	SA
1	Performance appraisals are based on objective and quantifiable results					
2	The performance review process is linked to compensation plans					
3	Promotions and pay increases are based on achieving documented performance objectives					
4	The performance review process is standardized and documented					
5	Performance appraisal helps in professional development (identifying strengths and weaknesses in performance, implementing strategies for improvement)					
6	I get the opportunity to discuss my training and development requirements with my employer through performance appraisal					
7	The performance appraisal aids the development of reward systems					
8	Performance appraisal validates administrative decisions (compensation, promotion, placement, etc.)					
9	Performance appraisal helps in identifying systemic factors that are barriers to effective performance					

10	I consider the appraisal process a waste of time					
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**SECTION D EMPLOYEES’ PERCEPTION REGARDING THE PARTICULAR PERFORMANCE APPRAISAL SYSTEM BEING USED AT STMHD CONCERNING THEIR JOB PERFORMANCE**

This section seeks information on the effect of performance appraisal on employee performance. Tick appropriately how performance appraisal has influenced your work or performance in STMHD.

**Key: 5 = Extremely Highly, 4 = Highly, 3 = Satisfactory, 2 = Fairly, and 1 = Unfairly**

S/N	Statement	5	4	3	2	1
1	How has performance appraisal influenced your completion of job accuracy and timeliness to achieve the work objective?					
2	How has performance appraisal helped you to meet your work hours schedule and attendance expectations?					
3	How has performance appraisal impacted your production of high-quality work?					
4	How has performance appraisal helped you to complete your task within the given time frame?					
5	How has performance appraisal influenced you to identify, analyse problems, and find a solution?					
6	How has performance appraisal influenced your completion of duties according to procedures?					
7	How has performance appraisal enabled you to volunteer to complete extra tasks?					
8	How has performance appraisal affected your establishment of job objectives concerning the department and company goals?					

9	How has performance appraisal helped you to deal confidently and efficiently with top management and colleagues?					
10	How has performance appraisal affected your demonstrating the necessary knowledge and skills to perform the job effectively?					



APPENDIX B

KREJCIE AND MORGAN'S (1970) TABLE OF RANDOM NUMBERS

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

