UNIVERSITY OF GHANA

ASSESSING THE IMPLEMENTATION OF PERFORMANCE MANAGEMENT SYSTEMS: A CASE OF PENTECOST HOSPITAL, MADINA.

PHILOMİNA SEFAKOR HOMUAME

(10598982)

THIS LONG ESSAY IS SUBMITTED TO THE UNIVERSITY OF GHANA, LEGON IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF MASTER OF PUBLIC ADMINISTRATION DEGREE

JUNE, 2018.
DECLARATION

I declare that this research work is the result of my own work and for that matter has not been submitted in this University or other institution for any degree.

................................. ................................
PHILOMINA SEFAKOR HOMUAME DATE

(10598982)
CERTIFICATION

I certify that this research was supervised in accordance with the rules and regulations of this University.

………………………                                                                          ..…………………….

DR. KWAME ASAMOAH                                                                             DATE

(SUPERVISOR)
DEDICATION

I dedicate this long essay to my husband, Mr. Eric Kwame Asiamah who has been a great source of inspiration and support. It is also dedicated to Dr. Arnold Osei-Owusu, Mr. Donatus Adaletey, Mr. Samuel Nugblega and Mr. Samuel Eworyi who encouraged me to build my career.
ACKNOWLEDGEMENT

I would first like to thank the Almighty God for bringing me this far. My long essay supervisor Dr. Kwame Asamoah of the University Of Ghana Business School, Department of Public Administration. His door was always opened whenever I run into any difficulty or had questions about my research work. He consistently allowed this research paper to be my own work but steered me in the right direction whenever he thought I needed it.

I would also like to acknowledge Dr. Arnold Osei- Owusu, Mr. Donatus Adaletey, Mr. Samuel Nugblega and Mr. Samuel Eworyi for their contributions towards this work.

Finally, I express my very profound gratitude to my family and more especially my dearest, loving husband, Mr. Eric Kwame Asiamah for the support and encouragement in writing this long essay. Thank you all and God bless you.
TABLE OF CONTENTS

DECLARATION ........................................................................................................... i

CERTIFICATION ................................................................................................. ii

DEDICATION ........................................................................................................ iii

ACKNOWLEDGEMENT ....................................................................................... iv

TABLE OF CONTENT ......................................................................................... v

LIST OF TABLES .................................................................................................... vi

LIST OF FIGURES .................................................................................................. vii

ABSTRACT ........................................................................................................... viii

CHAPTER ONE ..................................................................................................... 1

1.0 Introduction .................................................................................................. 1

1.1 Background .................................................................................................. 1

1.2 Problem Statement ...................................................................................... 5

1.3 Purpose/Goal ............................................................................................... 7

1.4 Objectives of the Study .............................................................................. 7

1.5 Research Questions ..................................................................................... 7

1.6 Significance of the Study ........................................................................... 8

1.7 Theoretical Perspective and Conceptual Model ........................................... 9

1.8 Organization of the Study .......................................................................... 13
CHAPTER TWO
2.0 Introduction

2.1 The concept of Performance Management
2.2 Scope of performance management
2.3 Performance management cycle
2.4 Features of performance management
2.5 Principles of performance management
2.6 Related Literature on performance management
2.7.0 Performance management policy of Pentecost Hospital

2.7.1 Background of performance management
2.7.2 Purpose and Objectives of performance management system

CHAPTER THREE
3.0 Introduction

3.1 Research Design
3.2 Target Population
3.3 Sample and Sampling Procedure
3.4 Sources of Data Collection and data collection procedures
3.5 Research Instrument
3.6 Procedure for Data Collection
3.7 Data analysis
CHAPTER FOUR………………………………………………………………………………..34
4.0 Introduction………………………………………………………………………………..34
4.0.1 Socio Demographic Characteristics of Respondents………………………………..34
4.1 Analysis of the qualitative data……………………………………………………………..40
4.1.0 Respondent understanding of Performance management system…………………..40
4.2 Processes of Implementation of performance management system at Pentecost Hospital..45
4.3 Successes of Performance management at Pentecost Hospital………………………..47
4.4 Challenges of Performance management at Pentecost Hospital……………………….56

CHAPTER FIVE………………………………………………………………………………..66
5.0 Introduction………………………………………………………………………………..66
5.1 Summary of Findings………………………………………………………………………..66
5.1.0 Processes and successes of performance management at Pentecost Hospital……….67
5.1.1 Challenges and success factors for performance management at Pentecost Hospital…..69
5.2 Conclusion……………………………………………………………………………………..70
5.3 Recommendation……………………………………………………………………………71
REFERENCES…………………………………………………………………………………72
APPENDICES…………………………………………………………………………………77
LIST OF TABLES

Table 1.0 Socio Demographic characteristics of respondent…………………………35
Table 1.1 Successes of Performance management at Pentecost hospital………………54
Table 1.2 Response rate on implementation challenges of performance management…60
Table 1.3 Response rate on critical success factors of performance management………64
LIST OF FIGURES

1.0 Response rate on the concept of performance management……………………..40

1.1 Various perspectives of performance management………………………………..42

1.2 Response rate on the successes of performance management system……………53
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHAG</td>
<td>Christian Health Association of Ghana</td>
</tr>
<tr>
<td>HSS</td>
<td>Health System Strengthening</td>
</tr>
<tr>
<td>KRA</td>
<td>Key Result Areas</td>
</tr>
<tr>
<td>NAHT</td>
<td>National Association of HeadTeachers</td>
</tr>
<tr>
<td>PM</td>
<td>Performance Management</td>
</tr>
<tr>
<td>PH</td>
<td>Pentecost Hospital</td>
</tr>
<tr>
<td>PMS</td>
<td>Performance Management System</td>
</tr>
<tr>
<td>WHO</td>
<td>World Health Organization</td>
</tr>
<tr>
<td>OPAT</td>
<td>Organization Performance Assessment Tool</td>
</tr>
</tbody>
</table>
ABSTRACT

The overall aim of this research work was to assess the implementation of performance management system at Pentecost Hospital in Madina in the Greater Accra Region of Ghana. The research adopted qualitative research design using unstructured interviews as the instrument for data collection. The sample size for the study was twenty-five (25) running from various department/unit of the hospital such as finance, security, health information, records and bio statistics, laboratory, nursing and midwifery, pharmacy, administration and human resources as well as nutrition and information and technology. The study established that, performance management system at the Hospital has a system of operation and which has contributed in achieving some level of gains such as increased revenue generation, aiding in promotion, improvement in service delivery, ensuring accountability, resolving impasse between staff and organization as well as creativity and innovation. Similarly, the study established challenges such as witch-hunting, absence of goal setting, absence of feedback, time frame of assessment and the way of conducting the scheme and lack of awareness as impeding the effective realization of the system’s objectives. Accordingly, the study recommend that employees should be made a central part in the system design particularly in the area of goal setting, institution of feedback measures in the system and enhancement of the system design from mere performance appraisal to actual performance management system.
CHAPTER ONE

1.0 INTRODUCTION

Chapter one of this long essay discusses the background to the research, problem statement, research goal, research objectives and research questions, significance of the study and the organization of the study. The section also takes on the research questions and theoretical framework as well as the organization of the study.

1.1 Background

Over the past two decades, organizations both public and private have seen increasing rate of reforms in the delivery of both public and private services to their customers, recruitment and human resources management and administration, worldwide. The main aim of such reforms has been to improve upon their operations, service delivery and creating new forms of accountability. Conversely, majority of such reforms at the organizational settings has been transferred from developed and advanced countries to the least developed countries as well as organizations (McCourt and Minogue, 2001). By this, most organizations in advanced countries like Germany, the United Kingdom (UK) and the United States (US) amongst others are those that have and continue to champion most of the theories, structural reforms and organizational management systems that have been adopted by countries and organizations in most other parts of the world. As a result, various organizational management systems and reforms in countries like Ghana were and continuous to be imported from these advanced economies.
This has partly been occasioned by the high level of organizations and industrial growth and development in the advanced economies as against the low level of growth in businesses and organizations in developing countries.

In most cases, the literature on management reforms has suggested that, the need for reforms has been due to “changes in economic theory; changes in technology and the influence in the private sector” (Hughes 1999; Farnham and Horton, 1998). Inferring from the notion of (Hughes 1999; Farnham and Horton, 1998), reforms in organizations have been made as a results of new development as regards how businesses would be financed, issues relating to human resources management, the profitability of organizations, new marketing strategies, and economies of scale, the introduction and/or elimination of new and old technological systems and procedures, the quest to improve on service delivery, the desire to introduce new product lines, the effect and contributions of the private sector to the process of organizational management in the areas included but not limited to issues of competition in services provision, issues of pricing and marketability abilities and issues of profiting making.

In the field of organizational management, one such critical area of reforms has been the introduction of performance management processes and systems both in the private and public sector.
The significance of the introduction of performance management systems, Lawler and McDermott (2003, p. 49-66) put it as “it is difficult to manage human capital in organizational settings without a system that manage performance and performance capability”. Performance management systems are relevant to aid in the identification of the capabilities of its human capital so as to effectively manage the development of workforce, strategically implement initiatives as well as assign duties.

A critical analysis of the position by Lawler and McDermott (2003, p. 49-66), indicates that, the management affairs of organizational human resources is centered primarily on the development and subsequent implementation of such systems as they seek to help analyze the inadequacies in the capabilities of human capital, introduce training programmes to cure such inadequacies, identify capabilities, staffing works with a consideration to the credentials and skills of the various employees available, establish employees-management relationships, establish reward systems whilst achieving organizational goals in the long run. By this, performance management eventually serves as the “Achilles heel” of organization’s human resource management as it plays all the central roles of effectively managing the human resources in the organization towards the accomplishment of organization’s visions and goals.

Performance management systems is basically concerned about linking the performance plans of an organization with the strategic vision and identifying the major performance indicators and Key Result Areas (KRA’s) for enabling the employees to achieve the expected outcomes for their organization.
It aims at breeding performance orientation in the employees for developing high performance organizations. The entire process involves identification, evaluation and development of the work performance of the employees through effective management practices like continuous coaching, feedback and regular communication. The process includes the following stages: work planning and defining expectations; monitoring performance; developing the weak performance areas and performance rating.

Following the significance of performance management to organizational growth and development, the Pentecost Hospital at Madina, a private health service provider in the year 2013 introduced performance management systems to assists in the management affairs of its human resources. According to management, the main objective for the introduction of such performance management systems at the Pentecost Hospital was to effectively manage employee’s affairs and performance for accomplishing organization’s goals by attaining a desired level of performance, identify the major systematic blockages in the management affairs of the organization, ensure accountability between employees and the organization’s management team and finally to attain early warning signs of employee’s weaknesses, failures and dwindling performances towards productivity.
1.2 Problem Statement

The Pentecost Hospital at Madina in the year 2013 instituted performance management system. Information from the human resources directorate and the top hierarchy of the management chain at the hospital denotes that; the introduction of the performance management system at the hospital is in line with the vision of managing effectively the human resources of the organization with the view to unearthing the weaknesses and shortcomings of employees whilst employees are being offered the needed training and resources to build their capacities towards the realization of the organization’s goals and visions. The system involves several processes that seek to realize the purpose of establishment of the scheme.

The process of the system includes performance planning, performance review, performance check-in, coaching and feedback, and alignment of vision to the organizational goals. The aim of the system is to “increase performance of employees”, improve service delivery, and “ensure accountability”. Since the introduction of the system, several issues are reported to have surfaced as regards the implementation and management of the system at the hospital. Whereas a section of the employees as well as management are reported to have touted the numerous and immeasurable successes of the system, other sections of the employees are flaunting of the challenges with another group having issues with its implementation styles and the entire system’s introduction.
For instance, concerning its reported success, it has emerged that, the system has aided in the identification of employee’s weakness; resulted in an improvement in employee’s capacity as regards their initial and current skills; resulted in increasing productivity constantly; and finally, led to the establishment of pay system and enhancement of the organization’s image. Despite the seemingly arguable successes reported by a section of the employees, critiques of the system have postulated that there are several concerns regarding its effectiveness and objectivity at Pentecost Hospital. Various concerns raised include: poor linkage between evaluation objectives and the evaluation scheme; poor developmental objectives and the fear of promotions, incentives and careers development without threatening the relationship between superior and subordinate. Further, it has been reported that, the system’s credibility remains tattered. Again, employees fear that, performance management system is not used as a conduit to sabotage and settle personal scores with various employees as against the backdrop of promoting employees’ strength for the betterment of the organization.

These reported issues of successes and challenges as well as the objectivity of the system’s introduction have several consequences on the suitability and/or sustainability of the system’s operation at the hospital. This research work thus, seeks to delve into the issues involved in the implementation and management affairs of the performance management system at Pentecost Hospital in Madina by assessing its entire processes of management and implementation.
1.3 Research Goal/Purpose

The main goal of the study is to assess the implementation performance management system at Pentecost Hospital in Madina.

1.4 Research Objectives

The specific objectives guiding the study are;

1. To identify the process of implementation involved in the performance management system at Pentecost Hospital in Madina.
2. To investigate the implementation challenges affecting the effectiveness of performance management system at Pentecost Hospital in Madina.
3. To examine the success factors for the effective implementation of performance management system at Pentecost Hospital in Madina

1.5 Research Questions

The questions guiding the study are under listed as follows;

1. What processes are involved in the management and implementation affairs of performance management systems at the Pentecost Hospital in Madina?
2. What implementation challenges are affecting the effectiveness of the performance management system at Pentecost Hospital in Madina?
3. What success factors are needed for the effective implementation of the performance management system at the Pentecost Hospital in Madina?
1.6 Significance of the study

This research will contribute to finding out the various challenges that has for a long period of time impacted on the effective implementation of performance management systems and thus has affected negatively the process of organization growth and human resource development.

Again, through the findings of the study, various success factors would be proposed and accordingly instituted by management of the hospital and this will go a long way to improve employee’s performance as well as the growth of the organization.

Moreover, the findings of the study will unearth the weaknesses and shortcomings of the various employees as regards their skills and performances. This will aid the organization to institute measures that will seek to build the human resource capacities of their employees and this will go a long way to improve performance, productivity and the growth of the organization in the long run.

Furthermore, the findings of the study will lead to the knowledge of a proper system of project staffing and the allocation of duties and responsibilities to the rightful staff at the organization.

Finally, the findings of the study will help implement new and quite effective measures of performance management to complement the already existing but weak system of performance management in the organization.
1.7 Theoretical Perspective and Conceptual Model

Although as regards the topic of the study, there are several theoretical perspectives, this research will be conducted with two main theories underpinning it, they are; the goal setting and expectancy theories of performance management.

1.7.1 Goal setting theory

The goal setting theory of performance management as proposed by Edwin Locke in 1968 postulates that, the individual goals established by the employee is very critical in motivating him or her for either superior or weak performance in the discharge of duties at work. Further, the setting of organizational goals for various individuals and/or departments as well as the entire organization is paramount towards motivating the employee in the performance of their duties.

This is partly due to the fact that, employees are always bent on their goals and that where their goals are not achieved, they are then motivated to either improve or change their set goals to be more realistic. In situation where performance improves, it will thus result in the achievement of performance management systems and it aims (Salaman et al, 2005). To Locke & Latham (2002), goals have a pervasive influence on employee behavior and performance in organizations and management practice.

Latham (2003) further intimated that, individuals who are provided with specific, difficult but attainable goals perform better than those given easy, nonspecific, or no goals at all. At the same time, however, the individuals must have sufficient ability, accept the goals, and receive feedback related to performance (Latham, 2003).
The main tenet of the goal setting theory is that, performance management and organizational management for that matter works effectively when goals are set for the various individual employees or department to achieve. This theory is relevant in this study as it attempts to examine the rationale and processes by which performance management systems work as regards the setting of goals for employees together with management. The first main process of every performance management system is performance planning where all employees and management agree on various set goals to be accomplished by the end of the rating period. In this regard, an agreement is reached between all the employees and organizations’ management team concerning the expected behaviors and outcomes. Employees therefore become mandated to act appropriately whilst working effectively towards the attainment of the set organizational goals and vision.

A goal is commonly defined as, whatever an individual attempts doing consciously. To Locke and Latham, goals affect the performance of employees through several mechanisms as it directs attention and action. Again, goals that are challenging result in, increased efforts and persistent as well as mobilize energy that motivates employees to develop strategies to perform better. Moreover, when goals are set and subsequently accomplished, it brings about satisfaction and motivation at the work place. The goal setting theory possesses the following advantages; first, it gives a confinement or framework by which employees work, as it spells out the various objectives expected to be achieved by the employee or the organization in general. Moreover, it challenges the employee on what is expected of him/her. On the other hand, the theory has the possibility of demotivating and instilling fear and panic in employees when goals are not achieved as well as over ambitious.
1.7.2 Expectancy Theory

The expectancy theory to performance management as developed by Victor Vroom in 1964 is based on the notion that, employees are likely to change their behavior in respect to the satisfaction they will gain in the achievement of their goals/objectives. The theory postulates that, an individual will behave in a particular manner based on a particular motivating factor as against the other because of what they anticipate to be the results of that behavior, Oliver (1974).

In essence, the behavior of the person is motivated by the results of that behavior. The individual modify their behavior in such a way which is most likely to lead them to attain these goals. This theory underlies the concept of performance management as it is believed that performance is influenced by the expectations concerning future events (Salaman et al, 2005).

The expectancy theory states that individuals can be motivated towards goals achievement if they are convinced there is a positive correlation between their efforts and performance and or the outcome of a good performance will undoubtedly lead to a an appreciable reward. The theory is accompanied with three different variables; valence (V), expectancy (E) and instrumentality (I). Valence is the value placed on the reward for the performance and/or achievement of a particular task taking into account their needs and goals. Influential factors include one's values, needs, goals, preferences and sources that strengthen their motivation for a particular outcome. Valence is characterized by the level at which one regards a particular level of satisfaction.
On the other hand, expectancy is the belief that an effective effort will result in the better performance. It is influenced by factors like possession of the required skills for job performance and the presence of the needed resources among others. Instrument however connotes the faith that if you perform well, then a valid outcome will be the results. Instrumentality is influenced by factors like the simplicity of the system of reward, faith on those in charge of rewards and clarity between performance and outcomes. The expectancy theory offers the importance of establishing systems that encourage employees to maximize their input at work. On the other hand, the theory is too simplistic in nature as it assumes that, the mere knowledge of the employing receiving a reward will result in higher productivity.

This long essay adopts the argument of these two theories in its analysis. This is because they both seem to be at the center of performance management system development. The goal setting theory explains of how organizations should be guided by goals that seek to make employees know of what is required of them in the performance of their duties whilst the expectancy theory also establishes that, the effective performance of their duties will be rewarded and this is also to motivate them. Whist goals are set together with the employees and subsequent review of the goal achievement is made, employees are reminded to work effectively towards the realization of the achievement of organization’s aims as well as recognizing the fact that, their seemingly tireless effort towards organizational goals attainment will be rewarded in the long run. Applying these two theories to the topic of the study, performance management is done by means of developing organizational goals and setting targets each for the various employees and departments to achieve.
Whilst targets have been set, there are regular reviews of the various targets as to whether the employees are on track of achieving the various goals. In cases where there has not been any improvement as regards the achievement of the targets, various coaching and assistance ship is rendered to them to aid in the achievement of their objectives. As they receive mentorship and training, employees are given feedback. After that, there is assessment of the performance of the employee. Hard working employees are rewarded with the weak performing ones being given training to enhance their skills and knowledge. This paper uses the conceptions of these two theories therefore to examine how performance management as management tool is being undertaken in the hospital.

1.8 Organization of the Study

The study is organized into five different chapters. Chapter one details the background to the study, problem statement, research goal, objectives and questions, significance of the study, theoretical framework and organization of the study, whereas chapter two takes on the literature review; the concept of performance management, types of performance management systems, benefits of performance management systems, characteristics and principles of performance management systems as well as the performance management cycle and finally the related academic work on performance management. Chapter three then captures the methodology of the research whereas chapter four discusses data presentation and analysis. Chapter five, which is the final chapter details the summary, conclusion and recommendations to the study.
CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The literature review chapter of the study is sub-divided into the following; the concept of performance management, types of performance management systems, characteristics and principles of performance management systems, the performance management cycle and finally, the related academic literature on performance management systems.

2.1 The Concept of Performance management

Performance management according to Slater, et al., (1998) is a ‘Value Adding’ process of organizational performance. “It connotes a systematic employee management criterion which relies greatly on reinforcement as its major means of attaining higher performance”. By this, performance management denotes the system of employee management in organizational settings in which employees’ skills, knowledge and talents as well as attributes are enhanced day in and day out to able to contribute greatly to the output and growth of organizations. It comprises the system of identifying the weaknesses of various employees whilst undertaking essential training to improve their shortcomings as much as to help contribute to organizational performance in general.
To the National Association of HeadTeachers (NAHT, 1991) Performance management (PM) “is a mix of managerial techniques through which individual jobholders: have greater clarity about what their organization is trying to achieve; understand what is expected of them in their job; are entitled to regular feedback on how well they are doing; have continuous support from their managers; and have an opportunity to assess their overall performance achievements over a given period.

PM is a much broader concept than just appraisal. Performance appraisal (or evaluation or measurement) is an important element in performance management and it is part of an integrated approach, incorporating processes, attitudes and behaviors which together produce a coherent strategy for raising levels of individual performance achievements”.

Inferring from the view of the National Association of HeadTeachers (NAHT, 1991), performance management is a system of management in which an organization streamlines its objectives, goals, missions and visions with that of the skills, performance and expectations of the various employees whilst encouraging them to perform greatly to the achievement of the goals of the organization. It also encompasses a system of management where employees’ shortcomings are identified with regular checks and balances on the performance of the individual often known as feedback. Employees in this regard are often assessed on their performance on various indicators set out in the objectives, goals and missions of the organization as streamlined with their performance.
To Aguinis (2009), “it is a concept in the field of human resource management”. “Performance management is a continuous process of identifying, measuring and developing the performance of individuals and aligning performance with the strategic goals of the organization”. On the part of the Local Government Management Board (LGMB), (1993), and the Audit Commission (1995) in UK, “Performance Management (PM)” is a model that encompasses the functions and processes that may be used to manage both organizational and individual performance”. This view of the concept of PM establishes an integrated approach to the management of performance and enhancing of accountability in organizations. The view by these two separate but equally great institutions suggest that, for the purpose of improving individual and organizational performance, important management functions such as the following should be present: a definition of individual and organizational aims and objectives; establishing a process of linkage and interconnectivity between organizational work and services to jobs and clients; corporate planning; identification of employee’s deficiencies and instituting training and development schemes; appraising employees with reference to various set performance indicators or contracts; establishing effective internal and external communication systems; and performance review.

This research will employ the notion of the LGMB (1993) as a more systematic procedure of effectively managing by interconnecting the goals, objectives, policies, strategies and priorities of organizations to its various works and employees (LGMB, 1993). This is due to the fact that, regardless of the differences in organizational performance management systems, it detailed form and essence is based on the following important criterion:
team or department and individual objectives; recognizing and rewarding exceptional performances; identifying training and development needs; reviewing performance and modification of methods and objectives. Stated differently, this notion sums up the overall objective of any performance management system’s introduction in an organization as it touches on the various processes and features of a complete and comprehensive performance management system.

2.2 Scope of Performance Management

Performance management must conform to the entire organizational framework. It connotes the various formal and informal means, procedures and measures employed in various organizations with the vision to increase individual, team and cooperate engagement and effectiveness. Performance management entails a system where both managers and manages/employees are given the ample opportunity to continuously increase and gain knowledge, skills and capabilities. It connotes whatever employees undertake at work place included but not limited to things involving what they do (work), how they do it (behavior) and what their actions results in (results). It works on the principle that both managers and employees have in common some kind of responsibility to ensuring that whatever they have agreed on is well executed. Performance management system is established to operate on the basis of linking various aspects and component of the organization towards attainment of the organization’s vision and goals.
2.3 Performance management cycle

The process of development and its subsequent introduction of performance management systems as well as its maintenance in organizational settings involves the following stages:

1. Performance planning

At the beginning of the performance management system or cycle is performance planning. At the performance planning state, management of the organization and the employees plan and draw together employee’s expected behavior as well as their results. Decisions are reached on the result that is required to be achieved by the various employees. Again, the expected behavior that is likely to results in the accomplishment of the expected behaviors are discussed and appropriately drawn. This is important because employees will have to be abreast with their expectations and subsequent behaviours.

2. Ongoing Feedback

During the performance planning process, both the behaviors and expectations of the employee should have been set. Whilst behaviours and expectations have been set, performance as regards behaviours and expected results must be discussed with appropriate feedback being granted to the employees through a thorough rating process. Feedback must be granted to employees in timely manner on exceptional and/poor performance at any point of time.
3. Employee Input

Employee input involves a process where various employees are made to rate themselves as regards their own performance during the rating period whereas managers rate independently. Management thus compares the two different ratings to establish the relationship of the employee’s performance. Another strategy of employee input is where they are asked to prepare statement of their key results or most meritorious achievement at the end of the rating period.

4. Performance Evaluation

At this stage, employee’s performances are assessed in relation to their own set agenda with management of the organization. Key competencies that have been agreed upon with management will have to be rated whether or not employees have been able to achieve the set target.

5. Performance Review

Considering that ratings have been conducted and feedback given to employees, the performance review stage is basically a recap of the entire process of rating. At this stage, various set target are viewed with employees to establish whether or not they were able to achieve them. Various weaknesses that militated against the achievement of the state goals are thus discussed. Whereas employees are trained with the need skills to achieve new objectives, they are also encouraged to deliver on those they were able to achieve initially. Again, management and employees sit to set new target for the new rating season (Mabey et al, 1999).
2.4 Features of performance Management

A successful performance management system has the following salient features.

1. Performance management closely takes into account the organizational culture and strategically linked to the defined organizational goals and objectives. As a result, measurement of performance is basically derived from the success or otherwise from the corporate business strategy.

2. Performance management system is closely associated with other equally important human resources such as training and development, planning and succession planning.

3. Performance management involves a continuous process of monitoring and feedback. It encompasses employees being involved in the management of the system from the stage of development or design, implementation and review.

4. Performance management connotes the effective use of technology for communication, monitoring and provision of feedback to employees.

5. Performance management emphasizes training of managers to attain the requisite skills towards the management affairs of the system as well as serve as coaching to the employees on their various needs. It also emphasizes training for employees on their identified in capabilities.

6. Performance management is a dynamic system that is suitable for changing workplace realities, such as working in teams and changing work arrangements.
2.5 Principles of Performance Management

The quality and/or effectiveness of a sound performance management system becomes reality when certain basic conditions are met. Among the various critical success factors for performance management in organizations as espoused in literature are discussed as follows;

1. Transparency: All information and decisions relating to performance management in the areas of performance improvement and measurement such as planning, guidance and counseling, work allocation, monitoring and evaluation and performance review should be communicated appropriately to all employees in an organization.

2. Employee development and empowerment: For the purpose ensuring a sound system, effective participation of all employees including individuals and groups in the decision making as well as an offer of opportunity as partners in the management of the system is critical. Employee’s talent, skills, knowledge and responsibility must be guaranteed for the success of the system.

3. Values: Giving of more freedom, autonomy and power, treating employees with respect and dignity with all the greatness of satisfaction is important to attaining the unflinching support of the employees.

4. Congenial work environment: For the purpose of the system, employees must be given a conducive work environment where the various resources and materials needed to exhibit their expected behaviours towards the attainment of the set organizational goals and objectives.
Again, all employees should be well informed about the organizational mission, objectives, values and the framework for managing and developing individuals and teams for better performance.

5. External environment: Effective and contextual management of external environment to overcome the obstacles and impediments in the way of effective managerial performance.

2.6 Related Literature on Performance Management

The ever increasing demand for effectiveness and achievement of business objectives as well as the quest for accountability has over the years called for a placement of emphasis on measuring and managing the performance of employees at the organizational settings through alignment with the goals and objectives of the organization, most appropriately referred to as performance management. Following this, several organizations have instituted performance management systems and continuous to adopt advance and new systems of performance management. This in the literature has been occasioned by the notion that; to excel greatly in a highly uncertain but ambiguous business environment; attain accelerated rate of change, more than proportionate changes in technology; changes in the nature of work; changing workforce; organizations need an engaging, dynamic, continuous and meaningful performance management programmes and practices. The rationale of such a system’s introduction, literature on performance management espouse as follows;
Literature in the field of performance management in organizations, suggest that, performance management has been a long existing tradition in organizational human management and contributes effectively to the growth and development of their operations. Respectively, (Neely, 2005) postulated that, investigating how to measure organizational and employee’s performance overtime has gained much and considerable attention in several management studies. For instance, (Ahn, 2001; Pinheiro de Lima, 2009; Said, Hassab Elnaby & Wier, 2003), suggested that, the introduction of performance management systems has been a significant decision and has impacted positively on the operations of businesses and thus has led to better organizational results. Further, Parent, Sloan and Akio (2015) posited, “New performance management systems are increasingly becoming important as businesses modernize and improve their talent solutions. They further analyzed that, the adventure of different schemes, effective management and monitoring of feedback and engagement, performance management has subsequently become an integrated approach to engaging employees at the organizational level.

Similarly, this notion is well positioned by Schiemann & Associates (1996) in their study of organizations. According to their study involving 122 organizations with sales figures between $27 million and $50 billion, performance management is key driver in the management affairs organizations and that organizations that measure employee performance perform exceedingly great than those that down play the need for performance management.
A further analysis of performance management had the Development Dimensions International (DDI) in 1997 argue that, organizations that are and have become successful considers performance management as an important tool of management in translating organizational strategy into results. Their study further espoused five important outcomes of performance management to organizations, namely, financial performance, productivity, product or service quality, customer satisfaction and employee job satisfaction.

Again, performance management systems links employees to organizations and their operations whereas interacting with other HR systems like systems such as compensation, learning and development, career management, growth, succession planning and workforce planning inputs to create an integrated Human resources platform in any firm (Chand & Katou, 2007) and (De Waal, Goedegebuure & Geradts, 2011).

Further studies, despite the seeming advantages of performance management systems suggest that, performance management systems lacked strategic focus (Skinner, 1974) and scope for continuous improvement (Johnson & Kaplan, 1987; Lynch & Cross, 1991). In the analysis of the literature, it has been established that, performance management involves a process and metrics as well as well-planned architecture designed to optimize both the execution of the strategy of an organization (Franco-Santos et al. 2007, Ariyachandra& Frolick 2008, Eckerson 2010).
2.7.0 Performance management and the Performance management policy document of Pentecost Hospital

2.7.1 Background of the Performance Management System at PH

The desire for a new employee Performance Management System (PMS) emerged from Christian Health Service Association of Ghana’s (CHAG) determination and commitment to building a network that is efficient, effective and productive, with the focus on continuous improvement in the quality of health service delivery to achieve desired health outcomes. CHAG has adopted World Health Organization’s (WHO) Health systems strengthening (HSS) concept as its performance management framework. Subsequently, CHAG has developed organization performance assessment tool (OPAT) based on the HSS framework to assist CHAG health facilities in periodically assessing their performance and to evaluate the outcomes of their health services. The OPAT provides detailed instructions to facility managers to assess and analyses facilities’ performance based on evidence and context.

The manual will further strengthen the overall PMS of the network to ensure that contributions from individual employees, units and departments align appropriately to the organizational priorities, goals and objective and are very well managed to allow for effective performance and optimal contribution of CHAG to national health outcomes. The manual will therefore ensure that performance is effectively managed at individual employee, unit and department levels to support improvement in organizational performance.
The PMS seeks to promote corporate strategic planning and measure achievement of organizational objectives and departmental work targets against established performance indicators. Additionally, this Performance Management Framework stipulates that the appraisal of employees should start with a performance agreement based on predetermined work plan, continued with regular reviews and completed with a general review of performance assessment of development needs and recognition of performance.

**2.7.2 Purpose and Objectives of the Performance Management System**

The main purpose of this system is to facilitate the effective management and improvement of performance at all levels of the CHAG network. Specifically, the system seeks to achieve the following; improve performance by focusing on key areas of activity, which are identified through strategic planning processes, establish clear links between organizational development, the delivery of quality health services and the development of employees at work, create a common bond of ownership among all employees as well as an environment where all individual employees are developed, motivated and inspired to deliver quality performance.

**Scope and Application**

This system is applicable to all employees of the CHAG network, regardless of seniority and occupation. The performance cycle is a 12-month period during which organizational, departments, unit and individual employee performance is planned, executed and assessed. The performance cycle should correspond with the annual plans of the institutions at the respective levels within CHAG.
The planning for performance at all levels in the department must necessarily start before the appraisal period. The Performance Management System requires that the management of performance at individual level integrates with the management of performance at organizational and unit levels.

In summary, to ensure that the system is effective, it must be seen as part of an integrated HRM system and not as an isolated event or tool and should take the following into consideration: organizational vision, mission and values, facility/institutional medium term strategic plans as well as annual plans and budgets, service delivery improvement plans, job descriptions, induction and orientation, job rotation, recognition programmes (non- monetary), employee personal development plans and workplace skills plan.
CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This section discusses the methodology used in the study. It is grouped under the following sub-headings: research design, target population, sample and sampling procedure, procedure for data collection, research instruments, validity and reliability of research instruments and data analysis techniques.

3.1 Research Design

This research purely used qualitative research design to guide the collection of data. Qualitative research design was adopted using a descriptive approach to gather information on the research topic. This is because the understanding, experience, observation and knowledge of the various respondents on the research topic can best be narrated by a descriptive means. Qualitative research design was employed as it provides the following advantages: first, it will make it easier for the researcher to have a deeper understanding of the various respondents and their answers to the questions raised as the questions will begin with “what and why”. These types of questions are more powerful in seeking to understand issues than questions that focuses on “when and how much”. Secondly, it was adopted as it employs fewer respondents in its analysis and data collection. Finally, it was employed as it aids and makes it easier to make changes in the questions and the entire research work whenever necessary.
3.2 Target Population

This research work focused on Pentecost Hospital at Madina, a suburb of Accra in the Greater Accra Region of Ghana. The choice for the hospital is that, it is an organization that has existed for a very long period of time and has also instituted performance management systems that control and monitor’s the performance of its employees. Management staff, human resource management team and other staff that were drawn from the various departments and units of the health facility as respondents in the study. These groups of people were the target population as they are stakeholders and continue to play important roles in the implementation and management of the performance management scheme in the hospital.

3.3 Sample and Sampling Procedures

Cohen (1976) stated that, a minimum sample size of 30% is sufficient enough to undertake comparisons in most studies. However, a sample should be large enough to be representative of an entire population under study. To ensure that, there is full coverage of the study, ten (10) departments/units were considered. A total of twenty-five (25) respondents drawn from the various respondents’ departments were sampled. The total of 25 respondents was informed by the fact that, it constitutes a greater percentage of the entire staff that goes through as well as manage the performance management system. Systematic sampling technique was employed to ensure that only staff who manage and go through the performance management system at the hospital formed part of the study.
3.4 Sources of Data and Data Collection Procedures

The study adopted both primary and secondary data. In this research work, primary data was obtained by means of interviews taking into account the various questions posed to ascertain information from various respondents. Primary data was employed because it will make way for the researcher to acquaint herself with the information and situation on the ground whiles allowing her to interact with the respondents and have personal experience of their situation. Again, it is because it will permit the researcher to tailor the research questions to the needs of the research.

On the other hand, secondary data sources that were resorted to include books, reports, newspapers, articles, journals, and past thesis. This was done by reviewing existing related materials/literature to the topic under study by gathering ideas from those past works. Secondary materials were used as it provides room for the collection of previous knowledge related to the topic of the study. It further aids in the selection of the research methodology in the study. However, there is the possibility of data inaccuracy with secondary data.
3.5 Research Instrument

The data for the study was obtained through unstructured interviews. This method was used because; it provides space for a personal communication process between the researcher and the respondents. Moreover, it provided room for a formal and focused research as well as interview process as questions will be prepared in accordance with the objectives of the study. Again, structured interview method employed since it allows respondents to express themselves as well as elaborates more on the various issues discussed in the study. The adoption of interview method was informed by the nature of the study as it seeks to delve deeper into the various issues surrounding the implementation of performance management systems. Moreover, the choice of the research instrument is largely influenced by information gathered from the literature review as well as the goal and objectives of the study.

3.6 Procedure for Data Collection

In order to achieve the aim of the study, interviews for data collection commenced on 15th January to 15th February 2018. Moreover, for the purpose of guaranteeing the position of the researcher in the University, a letter from the University Of Ghana Business School stating the position of the student, purpose of the study was attached to the data collection process. This was done to ensure that, participants of the study will attain the highest level of confidentiality regarding their participation and the release of information in relation to the research. Respondents were further assured by the letter stating; this research work is purposely for academic work and that any information provided will be treated with the highest degree of confidentiality.
The researcher then visited the study organization to introduce herself to the various officials and management of the institution as well as discuss the purpose of her visit with greater emphasis on the topic of investigation and the objective of the research activity. The researcher upon consultation with the management of the institution set a date in which actual research activity and data collection commenced. In order that cooperation of officials is guaranteed as well as attaining orderliness, interview schedule begun on time with the researcher posing direct questions on all the various objectives with which questions were underlisted on the interview guide. Again, the researcher sought for more and better clarifications and explanations on the answers provided by respondents particularly in areas where there seem too little information or in case the understanding of narrations were not clear. Again, respondents were asked to conclude their explanations on each question that posed. This was done to ensure coherence in the provision of answers.

3.7 Data Analysis

Data analysis is the explanation or interpretation of primary data gathered during the study. As a means of ensuring the attainment of standardization and uniformity in the presentation and analysis of the primary data gathered during the research activity, analysis and presentation of materials was done in accordance with the set objectives of the research work. This was done by discussing and analyzing similar data on the same objectives per the study under one objective topic whereas findings considered to be quite different were treated as such. In the case where quite special
and more different answers were provided it was put in an italicized format to give more important to the views expressed by the respondent. This was done with the aim of putting more emphasis on the most compelling and findings that are deemed special with regards to the data generated.
CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0 Introduction

This chapter of the research work details the discussions, analysis and data as inferred from the fieldwork to assess the implementation of performance management systems at the Pentecost Hospital (HP), Madina in the Greater Accra Region of Ghana. Data were obtained from various staff, departments, units and sections of the hospital. In all, a total of twenty-five (25) respondents at the facility, deeper understanding of the performance management system as well as ranging from different departments of the hospital participated in the study. Specifically, respondents ranging from finance, information, and general administration, laboratory, pharmacy, records management, midwifery, human resource management, security, information technology and bio statistics department formed part of the research work.

Twenty-five (25) respondents were earmarked for the study and they all participated in the interviews on various questions penciled for the research work. The response rate was representative enough to assist in the discussions and subsequent conclusions of the research work. Information from the study was analyzed using simple qualitative approaches where explanations were offered to the various answers provided. Again, where necessary, simple charts and tables were employed in the data presentation. The findings of the research work were organized under the following headings;
4.0.1 Socio Demographic Characteristics of Respondents

4.1 Analysis of the qualitative data

4.2 Respondents understanding of performance management systems

4.3 Processes of implementation of performance management systems at the Pentecost hospital.

4.4 Successes of Performance management system at Pentecost hospital

4.4 Implementation challenges facing performance management system at Pentecost hospital

4.5 Critical success factors for improving performance management systems at Pentecost hospital

**4.0.1 Socio Demographic Characteristics of Respondents**

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sex</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>15</td>
<td>60</td>
</tr>
<tr>
<td>Female</td>
<td>10</td>
<td>40</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>25</td>
<td>100.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Marital Status</strong></th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single</td>
<td>8</td>
<td>32</td>
</tr>
<tr>
<td>Married</td>
<td>17</td>
<td>68</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>25</td>
<td>100.0</td>
</tr>
</tbody>
</table>
### Level of education

<table>
<thead>
<tr>
<th>Education</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Post Graduate</td>
<td>8</td>
<td>32</td>
</tr>
<tr>
<td>Graduate</td>
<td>13</td>
<td>52</td>
</tr>
<tr>
<td>Diploma/Certificate</td>
<td>4</td>
<td>16</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>25</td>
<td>100.0</td>
</tr>
</tbody>
</table>

### Position at the hospital

<table>
<thead>
<tr>
<th>Position</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head of finance</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Health Information manager</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Administrative Manageress</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Bio statisticians</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>Head of laboratory</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>Nutrition officer</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Senior field technicians</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>Senior Staff nurse</td>
<td>4</td>
<td>16</td>
</tr>
<tr>
<td>Pharmacist</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Senior records officer</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Administrative managers</td>
<td>4</td>
<td>16</td>
</tr>
<tr>
<td>Midwifery</td>
<td>4</td>
<td>16</td>
</tr>
<tr>
<td>Head of IT</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>Security</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>25</td>
<td>100.0</td>
</tr>
</tbody>
</table>
Table 1.0 shows the socio-demographic characteristics of the various respondents in the study. Respondent’s socio demographic information is grouped into the following sections; sex, marital status, level of education, position and years of service at the hospital. On the demographic feature of sex composition of the various respondents, data for the study indicates fifteen (15) males representing 60% of the total respondents’ whereas the female respondents took a smaller percentage with a frequency of and representing 40%. This shows that majority of the respondents in the study were male staff of the hospital as against female staff.
Regarding the data on marital status and educational level of respondents in the study respectively, 68% with a frequency of seventeen (17) were married whereas 32% with a frequency of eight (8) were single. Moreover on educational level of respondents, eight (8) representing 32% were post graduate degree holders and thirteen (13) representing 52% being graduate degree holders. More so, four (4) with a percentage of 16% either holds diploma or certificate in their respective disciplines. Data on the educational status of the hospital’s staff clearly indicates that most staff are well educated and positioned in various disciplines to aid in the work and activities of the hospital.

Moreover, on the demographic characteristics of the positions held by the various respondents in the study, the data suggest that one staff from various units and/or department of the hospital participated in the study. This brought the frequency of respondents to one staff to one unit (1:1). Details of the various units’ respondents that contributed to the study are underlisted as follows; finance, health information management, laboratory, nutrition, bio statistics, administration and human resource, nursing and midwifery, records keeping and pharmacy.

Finally, on the information of the number of years of service at the hospital, the data gathered from the study indicates the various years’ respondents have worked with the hospital. According to the data gathered, the number of years of service of respondents ranges from twenty (20), eighteen (18), fifteen (15), thirteen (13), eight (8), seven (7), six (6), five (5), four (4), three (3) and two (2). Information on the years of service at the hospital indicates the extent of experience and knowledge acquired by respondents coupled with their understanding of the performance management system at the hospital.
Juxtaposing the above data on the demographic characteristics of respondents to the study, it shows that the study included respondents from both gender groups making the gender composition and employee rate of the facility quite balanced as regards employee gender. Again, respondents in the study have acquired several different levels of education and served in various departments at the hospital. The study’s inclusion of different gender groups with different levels of education and department at the hospital indicates that, the research work was uniformed and attained fair representation of all the various groups and units at the hospital. This shows that, data were gathered from all sectors of the organization which ensures that, there is even acquisition of primary data which represents the true nature of performance management implementation at the hospital. Again, the inclusion of all groups of respondents ensured that, the study avoided any form of bias that could have arisen partly due to exclusion of any identifiable group of employees in the organization. This ensured, comprehensive data was gathered on performance management implementation at the hospital and which served as the objective of the study.
4.1 ANALYSIS OF THE QUALITATIVE FINDINGS

The findings of the study are analyzed taking into account the objectives set out for attainment in this research work. The analysis is conducted as follows;

4.1.0 Respondents’ understanding of performance management systems

For the purpose of examining respondents understanding of performance management system at the Hospital and performance management system in general, in relation to the objectives set out for this work, a question in relation to that was posed during the interview. The response rate as obtained from the interview is illustrated in figure 1.0 below.

Figure 1.0 Response rate on the concept of performance management

Source: Field data, 2018.
Figure 1.0 represents the extent of respondents’ view on the concept of performance management. The response rate underscores the fact that respondents understand the concept of performance management. Out of a total of 25 respondents, they all answered in the affirmative of their knowledge of performance management and its presence at the hospital giving an overwhelming 100% response rate in this regard. That is, out of two optional answers of “yes” and “no” provided for the question, all the respondents in the study answered in the affirmative to the question. This huge response rate indicates that, respondents have heard and really understand “the concept of performance management”. By this, respondents have basic knowledge of the existence of the system, its characteristics, requirement and modes of implementation and thus well positioned to assist in gathering data on the implementation of performance management system at the hospital. As a knowledge of the system is critical to its processes and implementation and subsequently to the data collection process.
4.1.1 Various Perspectives of performance management

In order to estimate the understanding of various respondents in the study on the concept of performance management at the Hospital and in organizational practice in general, questions were posed to the respondents in this regard. Various perspectives were therefore given as the meaning of performance management.
Figure 1.1 illustrates the various response received. Out of 25 respondents in the study, six (6) representing 24% posited that, performance management is “the practice by which human resource is managed in organizations to control them with the aim of achieving good and quality performances”. Further respondents in this category intimated performance management systems to be the kind of human management system where employees in organizations are checked as regards what they have being assigned to do and the kinds of strength and weaknesses that forestalls them from achieving their set targets in organizational settings. The prime objective of such a system is to develop employees’ strength and capabilities in contributing their quota greatly to the performance and growth or organizations.

On the other hand, four groups of respondents each with a percentage of 16% and a frequency of 4 respectively explained performance management systems as follows; “performance management is the process where behaviors are assessed as well as jobs and performances”, the first group intimated. On the part of the second group, performance management was explained to be “a system that aims to assess employees with regards their performances whether good or bad”. Juxtaposing these two different groups on the concept of performance management, it is worthy to note that they both stressed on the relationship between the system and employee performance indicating that the concept of performance management largely is about how organizations examine the hindrance to the efficient and effective performance of employees with the view of redressing those behavior and occupational challenges so as to achieve maximum productivity.
Moreover, one group of respondents with a frequency of three (3) and a percentage of 12% gave their explanation of the concept of performance management as being “*the practice which is done annually to establish the performance and contribution of employees to the growth and goal attainment of their respective organizations. The system partly identifies the strength and weaknesses of the various employees who go through the performance management system. The objective of such identification of weaknesses as well as strengths is to establish how the potentials and weaknesses of all organizational employees’ falls*” they narrated. Inferring from the explanations offered by this group, the concept of performance management is a system instituted to aid in the administration and management of the human resource of an organization by examining potentials and strengths as well as weaknesses with the view to building on them so that employees are far advanced in the performance of their duties to the course of the organization. This inference is made juxtaposing the various conceptions and similarity in ideology and explanations offered as representing the meaning and purpose of performance management from all respondents groups in the study.
4.2 Processes of implementation of performance management system at Pentecost hospital.

In relation to the objective of examining the processes of implementation of performance management system at the hospital, the findings are analyzed as follows;

According to all the twenty-five (25) respondents representing 100% rate in the study, the implementation of performance management system at the hospital is procedural in nature with several systems in place ensuring its successes. On their part, the processes of implementation of the system are as follows;

First, the human resource unit together with other management units of the organization will set up goals and objectives for attainment either annually, quarterly or for some long time say five years. In the course of setting up these organizational goals, management takes into account the operations, activities and long-term visions of the organization. With the presence of these broader organizational goals, departments/units and sections of the organization are informed of the broader organizational perspectives and visions in the long term whilst calling on the support and contribution of each unit towards the attainment of such objectives. After these broader organizational and institutional consultations have been made in relation to the vision of the organization, various departments and units tap into them to set departments goals and visions which are to guide their operation.
The purpose of such departmental and unit’s goals is to work in tandem and as part of the broader organizational system towards attaining greater goals for the organization. This narration is well put by one respondent as “as for this our organization, especially at first when I came here this system was termed as performance appraisal but now we call it performance management system. It is a system where the various management and unit heads especially those in higher positions meet to discuss the previous year’s achievement and the short falls with the view of developing new goals and objectives for the next or incoming year” (Health Information Respondent, 2018).

Secondly, all respondents, after the broader organizational and departmental goals have been established, departmental heads engage individual employees to discuss with them the new goals and objectives for the hospital and the department as well. Departmental heads thus solicit the views and request for the areas with which each employee can work towards the attainment of such departmental goals. These goals are developed with indications for achievement and subsequent assessment going into the future. Moreover, after agreement is reached on the various goals and indications set for the year of operation, employees as well as departments are required to work assiduously towards the attainment of the set objectives.

Again, according to the respondents, whilst the year or season of operations set for the attainment of such objectives draws to a close, employees are required to go through a rigorous system of performance appraisal/assessment which is one of the core pillars of performance management system at the hospital. During such moments, heads of departments submit appraisal forms to various employees in their units for individual assessment.
Appraisal forms usually contain indications for assessment of performance of employee in connection with the objectives and goals for the year. Individual employees are required to fill out the appraisal form grading themselves with scores on the indications set out. After the self-assessment, departmental heads/units also meet the employees individually on the report of their assessment for a retrospective analysis where departmental heads goes through the self-assessed forms of the employee together with them to either approve or disapprove of their scores on the various indications. In cases where heads of department reject an employee’s score on a particular indication, they both work to trash out issues based on a detailed discussion after which an agreement is reached on a new score made for the employee.

4.3 Successes of performance management system at Pentecost Hospital

Regarding investigations on the successes achieved by the performance management system of the hospital since its introduction in 2013, respondent with a frequency of twenty-four (24) representing 96% of the entire respondent size affirmed of the success of the system to the management and administration of the hospital whereas one (1) respondent representing a paltry 4% was indecisive of the success or otherwise of the system to the activities, growth and development of the hospital. Respondents who posited of the system having been successful to management decisions of the hospital identified some thematic areas such as increased revenue generation, identification of employees’ training needs, improvement in service delivery, identification of problems and weak performances, ensures accountability, creative and innovative ability, promotion, effective management of human resources”.

47
(a) Increased revenue generation: Of the twenty-four (24) respondents who confirmed the successes of the system to the growth and development of Pentecost hospital, they all identified an increase in revenue generation as one of the pivotal success areas of the system to the hospital. On their part, with the presence of the system, employee’s weaknesses which affect the growth and development of hospital in the areas of effective and efficient client service provision thus preventing more people to seek health care at the facility are duly identified. With the challenge of staff preventing more client from attending to the facility established through their inability to work effectively, management develops policies and programmes and training needs to resolve such situations.

Once employee client relationship is positively developed, client are at ease to secure healthcare at the hospital leading to an increasing client and client service provision rate. With the increasing rate of the number of client securing healthcare provision at Pentecost hospital, respondent noted, revenue generation at the facility has undoubtedly increased more than proportionately. In the words of one respondent, “until relatively recently, revenue generation of the hospital was not much. However, improvement in service delivery at the hospital partly due to a vigorous attempt, policies and programmes developed through the performance management system has led to an overwhelming increase in the number of client attending the facility and this has led to an upsurge in the revenue generation capacity of the hospital”, he narrated (Head of finance respondent, 2018).
Identification of employees’ training needs and organizational policy development: On the part of identification of training needs as beneficiary part of the system to the hospital’s operations, all twenty-four (24) respondents in this category outlined it. To the respondents, performance management system allows the human resource department to examine the strength and weaknesses of various employees in the hospital. This is so because the system creates room for the identification of employee’s shortcomings affecting their effective operations at work through performance appraisal and skill assessment system. With knowledge of their weaknesses, the organization effectively and efficiently is able to design and development policies, programmes and training needs for the employees. This has thus helped the organization to draw the needed training programmes for the ever-growing need of their staff so as to contribute their quota to the management and growth of the hospital.

Improvement in service delivery: With the presence of performance management system at the facility, health service delivery has improved significantly, respondents numbering twenty-three (23) and representing 95.8% of the size of respondents who spoke on the successes of the system, had indicated such. According to them, the presence of the system has led to the establishment of several related units, sections and departments as well as improved client-staff relationship. This partly comes from the fact that; the system has resulted in the identifying most of the weaknesses and challenges of service delivery at the hospital. Knowledge of these problems has thus aided in the creation and institution of most essential sections, systems and practices of efficient service delivery in the hospital.
(d) Ensures accountability: On the part of those who identified accountability as a success of the system to the hospital, they explained as below; the presence of performance management system at the organization has ensured that every individual employee has an account to render at any given point in time. This is because, at the beginning of the year or session, your head discusses with the whole department of the responsibility and expectation of the hospital from individual employees and the unit as a whole before the end of session. As a unit, department or an individual it behooves on you to ensure the attainment of such objectives set out for the department and the organization as well. Once recognition of the existence of such roles and the quest for the attainment of such work responsibilities in the work place pushes him/her to perform greatly. In this regard, a system of accountability is established by the performance management system as it seeks to require some form of performance and expectations on the individual employee whilst employee in return knowingly performs to meet the demands and expectations of the organization. The presence of such a system of accountability thus promotes engineers’ employees to work effectively towards the growth and development of the organization.

(e) Aids in Promotion: Of the entire 24 respondents who answered of the system being helpful in management decisions, they figured its contribution to promotion decisions at the hospital. According to them, one of the annals of promotion decisions at the hospital is performance management records with its attendant issue of performance appraisal.
In the organization, no promotion takes place without a referral to performance appraisal records of the particular employee. In this regard before an employee receives any kinds of promotion, performance appraisal records and decisions support management decisions in either awarding the fellow with such promotions or otherwise. By this, employees are encouraged to rigorously perform in connection to all objectives and indications set out for achievement in a particular year. Performance management system thus aid the organization in decision making during promotions or otherwise. This position is well articulated by some respondents who collectively stated it as

“Already you are a staff of this hospital and you know how we do things. No one can ever be promoted without the promotional process including performance management report often termed as appraisal form at this place. The appraisal form simply details the performance of the individual employee overtime and this helps the organization’s management to truly establish individual employee’s contribution which sets the stage for renewal of contract and promotional decision making” (Laboratory Respondent, 2018).

(f) Effective management of human resources in the organization: In the case of the importance of performance management to the hospital, twenty-three (23) from the ratio of respondent who explained various successes of the system and representing 95.8% outlined effective management of human resources management as one of the importance of the system to the hospital. On their part, the role of human resource management was a difficult one at the hospital especially during the days of the non-existent of performance management system.
This is particularly so because there were no set objectives, job descriptions to guide the work process as well as a system of assessment of employee’s performance. Initially, at the hospital, there was no system to examine the strength and weaknesses of all employees as regards their capabilities and areas where they felt short. As a result, the organization could not easily help by institution training needs to address the various needs of employees. Managing promotions during this period was a tough decision as heads of organization used personal sentiments and observations, most of which could not be the true representative of the individual employee. The adventure of performance management system at the hospital came to aid the process of managing human resources in a more efficient and productive way. This significance identified by the respondents collaborate the account by Lawler and McDermott (2003, p. 49-66) who opined that, “it is difficult to manage human capital in organizational settings without a system that manage performance and performance capability”. Performance management systems are relevant to aid in the identification of the capabilities of its human capital so as to effectively manage the development of workforce, strategically implement initiatives and prudently staff projects as well as assign duties.

(g) Creativity and innovation: According to a section of the respondents numbering twenty-four (24) on the successes of the system, eighteen (18) with a percentage of 75% identified how the system has contributed to the drive for creativity and innovation. This they explained that, at first, human resources in the organization had limited autonomy as regards their works and operations. This initial stance of management was greatly affecting the brainstorming capability of employees in their works.
The evolution of performance management system at the hospital thus led to unearthing such a menace as impeding their performances. Such identification of organizational challenge at the organizational through performance management has paved way for the organization to adopt new systems and procedures of management thus giving room for employees to be creative and innovative in their work. Employees are able to take up challenging task and develop their own ways of solving them with the help of the Quality Improvement Team (QI Team)

**Response rate on the successes of performance management system at Pentecost Hospital (HP)**

Figure 1.2: Number of employees and response rate on successes or otherwise of PMS

Has the PMS achieved some gains/successes in the organization?

<table>
<thead>
<tr>
<th>Response Rate</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>24</td>
</tr>
<tr>
<td>NO</td>
<td>1</td>
</tr>
<tr>
<td>INDECISIVE</td>
<td>0</td>
</tr>
</tbody>
</table>

Source: Field Data, 2018.
Table 1.1 Successes of Performance management system achieved at Pentecost Hospital (PH)

<table>
<thead>
<tr>
<th>Success</th>
<th>Response Rate (24)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased revenue</td>
<td>24</td>
<td>96</td>
</tr>
<tr>
<td>Identification of employees’ training needs</td>
<td>24</td>
<td>96</td>
</tr>
<tr>
<td>Improvement in service delivery</td>
<td>23</td>
<td>92</td>
</tr>
<tr>
<td>Ensures accountability</td>
<td>24</td>
<td>96</td>
</tr>
<tr>
<td>Aids in Promotion</td>
<td>24</td>
<td>96</td>
</tr>
<tr>
<td>Effective management of human resources in the organization</td>
<td>23</td>
<td>92</td>
</tr>
<tr>
<td>Creativity and innovation</td>
<td>18</td>
<td>72</td>
</tr>
</tbody>
</table>

Source: Field data, 2018.
Both figure 1.2 and table 1.1 presents the rate of response on the successes achieved by performance management system at the hospital. Figure 1.2 indicates that of a total of 25 respondents in the study, 24 agreed to the system having gained some successes for the operations and activities of the hospital whereas one (1) respondent was indecisive as to whether the system has been helpful or otherwise. In the case of table 1.1, the response rate on the successes of the system is captured.

Respondent numbering 24 outlined eight (8) thematic areas with which the programme has been successful. Respondent with a frequency of 24 and a percentage of 96% each identified increased in revenue generation, resolution of impasse between organization and staff and improvement in worker satisfaction, identification of employees’ training needs, aids in Promotion, and identification of employees’ training needs as some of the areas of successes achieved by the system. Conversely, twenty-three (23) with a percentage of 92% stated improvement in service delivery and effective human resource management whereas eighteen (18) of them identified creativity and innovation in the organization as the areas which the system has been helpful. By this, the information contained in the table shows the system has been very fruitful to the management and human resource effort of the organization as its presence has seen several important changes and improvement in various sectors of the organization as revenue, training needs identification, improvement in service delivery and accountability.
4.4 Implementation Challenges Facing Performance management system at Pentecost Hospital.

In an attempt to gather primary data on the challenges bedeviling the effective implementation of the system at the hospital, questions to that effect were posed. The data gathered from the study shows the challenges cut across all the departments/units in the organization. In other words, they are broad organizational challenges affecting the implementation of the system entirely. It is important to note that, the response rate on the challenges was twenty-four (24) representing 96% where as one (1) respondent with a percentage of 4% was indecisive on this question posed. Among the challenges as identified by respondent are outlined below;

According to all the twenty-four (24) respondents representing 100% rate in this category who spoke on the challenges of the system, one key issue is the time frame of assessment and the way of conducting the scheme. To them, the instituted performance management system of the organization has more or less taking the form of performance appraisal as the system only runs during the period of performance and evaluation and assessment. Until relatively recently, the system of employee assessment as performance appraisal, management advocated for a fully fletched performance management system’s introduction. However, the supposed introduction of performance management system has still not been effective as the organization still works in the tantrums of annual performance appraisal. Even with this, the system is still infrequent as it happens once in a long time making it difficult for a true and thorough assessment of employee’s contribution to the organization.
Moreover, as employees go through the system, it becomes more of an employee’s personal system being conducted rather than something which is held per excellence for the organization. To be specific, one respondent put it as,

“We are all here and you know how the system works. You will just be there and hear that the time for appraisal is due and that appraisal forms are ready. Once this information is made open, you are either entitled to secure the form from your immediate boss or pick it up from the human resource directorate. The individual employee is to singlehandedly fill the form and, in some cases, show it to his/her supervisor or head of unit for consideration. In most cases heads of units will only take a look at the filled-in form and that ends it”, (Midwifery Respondent, 2018).

Secondly, all the twenty-four (24) respondents agreed on the absence of goal setting as a key challenge impeding the objective and implementation of performance management system at the hospital. According to the respondents, one of the core pillars of performance management system is the inclusion of employees as well as the setting up of goals, objectives and targets to guide the process of work of the employee. However, at the hospital, no such work and organizational goals are set up for employees to work in relation to their achievement. The absence of goals impedes the work of the individual employee. Again, it does not offer any parameter for which employee should work within let alone a set of objectives which he/she should be assessed based on.
Again, respondents in this category listed the absence of feedback as a critical factor affecting the effective implementation of the system. To them, the essence of performance management system is to create a platform for enhancing the work and performance of employees in the organization. However, employees could either have strength or weaknesses in the performance of their duties. Performance management system is to assess both the capabilities and shortfalls of individual employees as well as respective units and department. Whilst such assessment is done it is important for the respective individuals to be briefed on the results of their assessment whether they have done quite well or there are certain skills and capabilities that are lacking. Absence of such a feedback system to the employees on their assessment downplays the essence and significance of the system as none of them get to know the outcome of the assessment process, their areas of strength that will need to be kept whilst going forward and their areas of weakness that will need further development.

Further, respondents outlined the challenge of peer review and the problem of assessment done only for promotional purposes as against the backdrop of career advancement and development of the employee’s capabilities. To the respondent, in the organization, assessment of employees’ is done by their colleagues whereas it is to be done by heads of unit/department. In this case, due to the bond of relationship existing between individual employees, assessment and scores is done in favour of individual employees even in situations where the employee deserves not the score he/she gets. Moreover, within this organization, assessment is done just to await the times of promotion, they narrated.
On their part, the system has no core objective of building the capability of employees nor aiding the development of the organization in terms linking job descriptions and performances to individual employees. However, the system only exists to use appraisal forms and score to determine who attains promotions and who do not. As a result, peer reviews are always targeted to favoring employees as means to attaining promotion in the organization.

Additionally, respondent named lack of awareness and training on the system as a critical challenge. In the view of the respondent in this category, the performance management system in the organization has not being well communicated to the employees on matters of the policy or system content and objectives of the system. Accordingly, people have not being well trained in the conduct of the system and what it seeks to achieve. As a result, most employees who have even being in the organization almost three years have not undergone any system of performance management and some do not even have fore knowledge of the existence of such a system of assessment nor performance management in the organization. This partly put the system in a critical condition for effective and efficient delivery.

Finally, the primary data gathered indicates the fear of witch hunting and favoritism as factors bedeviling the effectiveness of performance management system at the hospital. Respondent fumed that, heads or individual employees sometimes even fear to give due remarks and scores for non-performing staff all in the name of being tagged as witch-hunting them in the organization even in cases where their performance is abysmal. Thus far, to avoid the issue of witch-hunting people merely score and assess people even with grades they deserve not. This results in constant favoritism as against the objective of the system.
Table 1.2 Response rate on the challenges of Performance management system at PH

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Response Rate (24)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time frame of assessment and the way of conducting the scheme</td>
<td>24</td>
<td>96</td>
</tr>
<tr>
<td>Absence of goal setting</td>
<td>24</td>
<td>96</td>
</tr>
<tr>
<td>Absence of feedback</td>
<td>24</td>
<td>96</td>
</tr>
<tr>
<td>Peer review and the problem of assessment done only for promotional purposes</td>
<td>24</td>
<td>96</td>
</tr>
<tr>
<td>Lack of awareness and training</td>
<td>22</td>
<td>88</td>
</tr>
<tr>
<td>Absence of motivation and appreciation</td>
<td>24</td>
<td>96</td>
</tr>
<tr>
<td>Witch hunting and favoritism</td>
<td>17</td>
<td>68</td>
</tr>
</tbody>
</table>

Source: Field Data, 2018.

Table 1.2 summaries the various response on challenges of affecting the implementation of performance management system at the hospital. According to the data contained on the table, the entire total respondents of twenty-five (25) who spoke on the challenges of the system all identified absence of motivation, peer review
and the problem of assessment done only for promotional purposes, absence of feedback, absence of goal setting, and time frame of assessment and the method of conducting the scheme as impediment to sustaining the system. Similarly, twenty-two (22) and seventeen (17) respondents each respectively identified lack of awareness and training and witch hunting and favoritism as been inimical to attaining effectiveness and efficiency in the system. This data has indicated that, performance management system at the facility is met with some form of challenges affecting its implementation and, that the effectiveness of the system has been undermined by the presence of these challenges.

4.5 Success Factors for improving Performance management system at Pentecost Hospital

The third objective guiding the study was to examine the critical success factors for the system’s implementation at the hospital. Respondents in the study outlined the following as crucial for the success of the system;

First and foremost, all respondents identified communication/sensitization and involvement of employees in setting goals of the system. This they explained that employees do not have enough knowledge about the system, its facets and modus operandi affect the efficient and effective application as well as management. As a result, and for the purpose of ensuring the effective of performance management system in the hospital, management must make sensitization and orientation on the system a priority. Adding to this is the issue of employees’ involvement in setting goals and objectives for the organization.

61
Explaining, respondent posited, when employees are made a part of goals and objectives setting they would eagerly contribute their quota to the goal attainment whilst participating willingly in any evaluation system.

Again, twenty-four (24) respondents representing 96% response rate identified feedback and institution of awards/promotion schemes as critical to the success of the system at the hospital. To those who spoke on this, the organization particularly the human resource department must take cognizance of the need for feedback provision after performance evaluation is done. Feedback must center on employee’s strength and areas of weakness and must duly be communicated to the individual employee. Instituting a feedback system will bring to bear the rationale of the system and thus aid in its effectiveness, respondent added. Moreover, award scheme should be put in place to reward employees who achieve target and objectives set for them in a given year. This will help bring some form of seriousness, sanity and effectiveness in the management affairs of the system on the part of the organization and the individual employee.

Moreover, respondents stated the presence of an effective supervision regime and good working environment as critical to the successful implementation of the performance management system at the hospital. On their part, for management to effectively manage the system and attain its objectives of introduction, supervisory measures should be instituted to check the various objectives to be set in a given year by the organization,
department/unit as well as how individual employees are embedded into the achievement of the general organizational objectives. Again, supervision should center on the evaluation process to ensure that it is done right and devoid of bias, witch-hunting and favoritism. Also, there should be good working environment where all resources needed to attain organizational objectives set out are available.

Finally, respondents stated of the need for frequent evaluation quarterly. They explained this by saying, if organizational goals and objectives are set annually or quarterly it would help efficient delivery of service. Whilst goals are set, employees should have the regular benefit of being monitored, evaluated and assessed to estimate their performance rate to the organization. When these are regularly done, it will help attain the objectives of the system’s introduction, according to the respondent.
<table>
<thead>
<tr>
<th>Success factor</th>
<th>Response rate</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication/sensitization and involvement of employees in setting goals of the system</td>
<td>24</td>
<td>96</td>
</tr>
<tr>
<td>Feedback and institution of awards/promotion schemes</td>
<td>24</td>
<td>96</td>
</tr>
<tr>
<td>Effective supervision regime and good working environment</td>
<td>24</td>
<td>96</td>
</tr>
<tr>
<td>Frequent evaluation</td>
<td>24</td>
<td>96</td>
</tr>
</tbody>
</table>

Source: Field Data, 2018.

Table 1.3 presents the response rate on the critical success factors for effective and efficient performance management system at the hospital. According to the respondents, performance management is very critical to managing the human resource base of the organization and thus, various challenges bedeviling its effective would be greatly reduced or overcome if factors such as, communication/sensitization and involvement of employees in setting goals of the system, feedback and institution of awards/promotion schemes, effective supervision regime and good working environment, and frequent evaluation are instituted as part of the system.
The above critical success factors were all mentioned by the twenty (24) respondents who spoke on the successes and challenges of the system at the hospital. This implies that, for the effectiveness of the system and in dealing with the numerous challenges fraught with the system’s operations, the presence of these critical success factors will aid in achieving much gains from the system’s operations.
CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The overall goal of this study was to assess the implementation of performance management system at Pentecost Hospital in Madina. This is the final chapter and it presents the summary of the data gathered, conclusions of the findings and appropriately make recommendations based on the findings of the study. This chapter is divided into three main sub-headings. The first part of the sub-division details the summary of the study taking into consideration the objectives guiding this research. The second part on other hand entails the conclusion to the research with the third part taking on the recommendations to the study.

6.1 Summary of Essential Findings

The summary of essential research findings is done under two main headings; the processes and successes of performance management system at Pentecost Hospital and implementation challenges and critical success factors for effective performance management system.
5.1.0 The processes and successes of performance management system at Pentecost Hospital

Regarding the summary on the processes and successes of the system at the hospital, the data gathered indicate the following; First, primary data by all the twenty-five (25) respondents representing an overwhelming 100% response rate suggest the system’s implementation is procedural in nature. They posited, the implementation of the system begins with broader organizational goals and objectives setting at the apex of management and decision making where the human resource department spearhead such process with support of other line managers and authorities in the organization.

Next to organizational broader goal and objectives setting, is departmental goals setting. The data indicate that after broader organizational goals have been set, various departments are obliged by the policy to set specific departmental goals taking into account the broader organizational goals for attainment. This the department should work geared towards the achievement of the departmental and broader organizational goals in general. On the issue of the processes, respondent identified performance appraisal also known assessment or evaluation as the last stage of the performance management’s system implementation.

In the case of the successes achieved by the system, of the total of twenty-five (25) respondents in the study, one (1) representing 4 % was indecisive as to whether the system has been of help to the operations of the organization. However, twenty-four (24) representing an overwhelming 96% indicated that the system has been helpful to the management and administration of the hospital.
Among the list of thematic areas of successes of the system to the hospital’s operations includes; improvement in revenue generation, employee training needs identification, improvement in service delivery, promotion, effective management of human resources, creativity and innovation and resolution of impasses between organization and staff. On the issue of increased revenue generation, identification of employees’ training needs, ensuring accountability, aiding promotion and resolution of impasse between organization and staff, as success factors, respondent numbering twenty-four (24) and representing 96% in this group of respondents identified such each. In the case of improvement in service delivery, effective management of human resources, creativity and innovation respondent with ratios of twenty-three (23), eighteen (18), and percentages of 95.8%, and 75% respectively identified them.

Juxtaposing the response rate on the successes of the system with the two different groups, it can be inferred from the analysis that the system has contributed greatly to the operations and management of the hospital as those in this category of respondent had higher ratio of twenty-four (24) and representing a percentage of 96%. This shows performance management system has aided in the growth and development of the organization, overtime. However, it is important to note that the other respondent whose indecisiveness of the successes of the system should not be ignored as it constituted 4% of the entire respondent ratio.
5.3 Implementation challenges and critical success factors for effective performance management system.

Regarding the challenges of implementing the system, all the twenty-four (24) respondent who spoke on it agreed that the system has been fraught with some form of challenge. In all, 24 respondents in this group with a percentage of 96% each outlined, time frame of assessment and the way of conducting the scheme, absence of goal setting and witch-hunting and favoritism as some of challenges affecting the effectiveness of the system whereas twenty-two (22) respondent each and representing 91.7% spoke on lack of awareness and favoritism, peer review and the problem of assessment done only for promotional purposes as their identified challenges of the system. Again seventeen (17) respondents with a percentage of 70.8% spoke on absence of feedback luck of motivation and appreciation as challenges of the system.

Regarding the data gathered on the critical success factors, all the 24 respondents who answered questions in relation to this objection affirmed that certain critical measures when instituted will aid in the effectiveness of the system at the hospital. Respondents thus outlined measures such as communication/sensitization and involvement of employees in setting goals of the system, feedback and institution of awards/promotion schemes, effective supervision regime and good working environment and frequent evaluation as necessary for implementing effective and efficient performance management system.
5.2 Conclusion

Abundance of evidence suggest that human resource is the archive heels among organizational resources for effective and efficient corporate governance. Efficient management of human resources is thus considered key in management and administrative decisions of organizations. In an effort to ensuring productive human resources management, one of the key management systems and strategies is the institution of performance management systems. Following this, this study aimed to assess the performance management system of Pentecost Hospital in Madina and concludes that, the main aim of the study has been achieved.

The study found out that performance management system of the hospital is implemented through a chain of serious implementation strategies. That the system has contributed greatly to the performance and growth of the hospital in the areas of revenue generation, identification of employee’s training needs and organizational policy, service provision, accountability, promotion, human resources management, creativity and innovation, and resolution of impasse between organization and staff. Moreover, the study found out time frame of assessment and the way of conducting the scheme, absence of feedback, absence of goal setting and lack of awareness and training as the challenges bedeviling the effective of the system’s implementation. Further, the research established the following as critical success factors for enhancing the implementation of the system; communication/sensitization and involvement of employees in setting goals of the system, feedback and institution of awards/promotion schemes, effective supervision regime and good working environment and frequent evaluation.
5.3 Recommendations

A varying degree of research have centered on the concept of performance management and its contribution to organization and human resource performance. This study was focused on performance management system at Pentecost hospital and has revealed that the system has achieved several gains whilst being fraught with several implementation challenges. Following, these recommendations are made;

- For the purpose of attaining effective system for implementation as well as management of human resources at the hospital, the performance management system’s design should be enhanced to shift its focus from mere performance appraisal scheme to actual performance management system. This will aid in redefining the dimensions, parameters and scope of the system as well as its focus.

- Performance management system of the hospital should make the employee its central focus and should thus be part of the design, objectives and goals setting agenda. This help in bringing on board all employees as well as securing their support.

- Performance management system of the hospital should focus feedback provision whilst creating room for training and development of employees who are identified to lack some form of skills and capabilities in the performance of their duties.
REFERENCES


APPENDIX

UNIVERSITY OF GHANA

DEPARTMENT OF PUBLIC ADMINISTRATION AND HEALTH SERVICE
MANAGEMENT

INTERVIEW GUIDE FOR DATA COLLECTION

OBJECTIVE

The goal of this study is to gather data for academic research work on the topic; Assessing the implementation of performance management systems: a case of Pentecost hospital, Madina”.

The researcher is a Master of Public Administration final year student of the University of Ghana Business School by the name, Philomina Sefakor Homuame. The study is undertaken as part of the requirement for the award of Master of Public Administration Degree

Please note that your support to this research activity as an interviewee (participant) is so much important and that information provided whatsoever for the purpose of this research activity is purely for academic purposes and as such will be treated with the highest degree of secrecy and confidentiality it deserves.
Section A: Background Information of Respondent

1. Sex: Male ( ) female ( )

2. Marital status: married ( ) single ( )

3. Educational qualification: O’ Level/SSS ( ) NVTI/Secretarial School ( ) Training College ( ) Polytechnic ( ) University Graduate ( ) Post Graduate ( )

Others (specify) ........................................................................................................................................................................

4. Current job position .........................................................

SECTION B

1. Do you have a performance management system in place.... yes ( ) no ( )

2. What in your opinion is this performance management system about?

3. How long have you been practicing this performance management system?

4. What would you say is the view of the entire employees or organization towards the implementation of the system?

5. In your opinion what processes or stages is involved in the implementation and management of this performance management system in your organization?

6. Has the performance management system’s implementation been met with some challenges? Yes ( ) No ( )

7. If “yes” … what are some of the challenges facing the implementation of the system in your organization?
8. Do you think there is/ can be some measures that could make the performance management system succeed better than it is now/ What plans/programmes can or must be put in place for the system to succeed

9. Has the system contributed to the performance of employees as well as growth of the organization? Yes ( ) No ( )

10. If yes, outline some of the successes achieved by the system both the individual and organization as a whole

11. In short, what can you say about the entire performance management system at PH