UNIVERSITY OF GHANA

EXAMINING THE POLICIES AND STRATEGIES FOR IMPLEMENTING
PERFORMANCE MANAGEMENT SYSTEMS AT ADA EAST DISTRICT ASSEMBLY

BY

THEOPHILUS EKOW ERSKINE

(10279421)

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DECLARATION

I hereby declare that this work is the result of my own research and that it has not been submitted in this University or any other for the award of any degree whatsoever. All references used have been duly acknowledged.

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THEOPHILUS EKOW ERSKINE

(10279421)
CERTIFICATION

I certify hereby that this research work was supervised in accordance with laid down rules, regulations and procedures of the University

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DR. E.YM. SEIDU

(SUPERVISOR)
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May God Bless you all.
DEDICATION

This piece of work is dedicated to my lovely mother Comfort Doyoe Cudjoe, my dear wife Siphiwe Ngoma Erskine and my son Joshua Londisizwe Ngoma Erskine for their fantastic support and cooperation throughout my academic period.
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Abstract

The overall aim of this study was to examine the policies and strategies for the implementation of performance management system at the Ada East District Assembly. The study was conducted using qualitative research approach with interview as its main research instrument. A total of twenty five (25) respondents who doubles as employees of the assembly spanning different department like human resource, physical planning, general administration, budgeting and development planning formed the study size. The study found out that, performance management at the district assembly operates on the policy of performance contract and that, the practice of performance management at the assembly employs several strategies like the development of organizational and department goals, filling of assessment forms, scheduling of meeting to vet filled assessment forms, and submission of forms to the human resource directorate.

Moreover, the study reveals that, performance management at the assembly has achieved successes in areas like improved service delivery, identification of employee training needs and efficient human resource management even though challenges like lack of cooperation of institutional heads, absence of feedback, assessment done for promotional purposes, limited human resource, lack of logistics, complicated appraisal form and annual assessment impact its implementation process.

Finally, the study recommends that the assembly institute a feedback system that seeks to enable employees know of their weaknesses and areas of strength after each assessment season as this will aid the development of employee’s capabilities since knowledge of their weaknesses will help in the institution of systems and training towards developing such capabilities.
CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In recent times, organizations around the world, either public or private have witnessed the introduction of several systems and procedures which have been occasioned by the need to improve service delivery, meet competitive environment, attain productive labor force, reduce waste and improve the returns on investment by the organization. These quests have been necessitated by the desire to remain relevant in their respective sectors whiles providing the essential services and/or products to their respective clients or citizens. Changes in organizational settings come either as structural reforms, human resource management policies and procedures amongst others, regulations and accountability mechanism.

Empirical studies on organizational reforms indicates that, mostly, majority of such reforms have been imported from other organizations and countries particularly, the advanced societies to developing countries and in particular reforms has happened more in the public sector of developing countries than the private sector (McCourt & Minogue, 2001; Robins, 2008; Author, 2014; Brown & Armstrong cited in Whittington-Jones, 2005:88; Armstrong, 2001; Armstrong, 2009, Schultz, Bagaim, Potgiter, Viege, & Werner, 2003). Studies on public sector reforms has suggested that the pace of reforms in the sector has been due to factors like technological changes, the impact of the private sector, the forces of globalization, the assault to the traditional assumption of public sector, with these having a huge impact on traditional public sector bureaucratic practices (Hughes 1999; Farnham & Horton, 1998).
Judging from the above position by Hughes (1999); Farnham & Horton, (1998), various forms of reforms both in the public and private sector have been occasioned by the desire to find new ways of operating, financing, management of human resource, maximization of organization’s profit, new marketing strategies, and economics 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 case of management particularly in the public sector, one main area of reform has been human resource management and policies with its attendant introduction of the policy of performance management for the effective management of human resource base in organizations. Performance management systems’ introduction in the public sector in particular is seen as a means to improve productivity, growth and development considering the objective of the system. Lawler and McDermott (2003: 49-66) indicate that, performance management systems serve the importance of “efficiently managing human capital, performance and capability in organizations towards the attainment of organizational objectives”. 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.
An examination of the view 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 programs 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 are 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 (Brown & Armstrong cited in Whittington-Jones, 2005:88; Armstrong, 2001; Armstrong, 2009). The process includes the following stages; work planning and defining expectations; monitoring performance; developing the weak performance areas and performance rating (Armstrong, 2001; Armstrong, 2009; Robins, 2008; Brewster, 2008).
Following the significance of performance management to organizational growth and development, most public and private sector organizations, agencies and units have implemented some level of performance management systems and the Ada East district Assembly is no exception to this. The motivation of this study is to investigate the various performance management policies and practices as well as the strategies and/or processes for implementing performance management at the Ada East district Assembly.

1.2 Problem Statement

In organizational settings, various resources are required to undertake the numerous task and objectives set for accomplishment. These resources are necessary towards the attainment of organizational goals and objectives. A critical examination of these resources put human resources in the limelight as the principal resource in organizational settings (Armstrong, 2006; Robins, 2008). The presence of human resources in organizational settings thus calls for their effective and efficient management towards the growth and development of their respective organizations. A critical measure in managing human resources of organizations has been the management affairs of their performance (Armstrong, 2006). This is particularly so as performance management serves as the anchor of organizational human resource development in diverse ways including but not limited to issues of; increasing the responsibility rate of employees as performance management systems communicates job descriptions and expectations to individual employees, (Armstrong, 2006); provides the impetus for the institution of fair and equitable wages and treatment for all employees (Amos, 2004:64); reduction in the rate of organizational conflicts(Adams & Embley, 1988); and discovers the weakness of employees whilst offering training and kills towards higher performance and productivity (Amos, 2004; Brewster, 2008).
Owing to the numerous importance accompanying performance management systems in organizational settings, in both public and private sector, various institutions have implemented performance management systems both in Ghana. One such institution in the public sector of Ghana to have instituted performance management system is, the Ada East District Assembly. The principal objectives of the Assembly towards the introduction of the system includes but not limited to the quest to identify employee weaknesses and causal factors of poor performances, the need to institute training and development programs in relation to the career needs of employees, and the mechanism for promotion.

Following these broad objectives and the institution of system of performance management in the Assembly, several successes have been chalked in relation to human resources management. Among such successes includes, the ability of the Assembly to identify various areas of needs of individual employees which has resulted in the institution of various training programs that have sought to develop their skills, knowledge abilities; increase performance of various employees in the assembly thus contributing to the growth and development of the Assembly in various facets. Again, the system’s presence has aided in the conduct of various promotion and assessment programs which has helped in examining the contribution of individual employees to the performance and output of the Assembly. In a related study on performance management system in Ghana, Homuame (2017) indicated that the system has aided in the skills development of employees following the identification of major skills and knowledge fatalities through performance assessment in some organizations like hospitals, particularly the district hospital at Mankessim.
Even though the presence of the system has aided in the growth of the Assembly in various ways, it has its accompanying challenges like the system being conducted primarily for promotional purposes, limited knowledge of employees about the system and bias, among others that have bedeviled the effective implementation of the system in the Assembly in the form of low patronization, poor assessment system, and failure to establish a link between system’s objectives and employee work process and low revenue generation capacity.

Consequently, this study seeks to uncover the issues surrounding the smooth implementation of performance management system in the district. The conduct of this research work will help unearth varying degrees of issues as regards the system’s implementation which help in strengthening its various facets to attain optimum importance to employees.

1.3 Research Objectives

The main goal of the study is to examine the policies, and strategies for implementing effective performance management systems at Ada East District Assembly

The specific research objectives guiding this study are;

1. Identify the policies for implementing a Performance Management System at Ada East District Assembly

2. Examine the strategies or mechanisms for implementing a Performance Management Systems at Ada East District Assembly

3. Examine/Assess the challenges/problems in the implementation of performance management system at the Ada East District Assembly
4. Identify the critical success factors for implementing a PM system at Ada East District Assembly

1.4 Research Questions

The study seeks to answer the following questions;

1. What are the policies for implementing a Performance Management System at Ada East District Assembly?
2. What are the strategies or mechanisms for implementing a Performance Management Systems at Ada East District Assembly?
3. What are the challenges/problems in the implementation of performance management system at the Ada East District Assembly?
4. What are the critical success factors for implementing a PM system at Ada East District Assembly?

1.5 Significance of the Study

The findings of this research study will help in the following ways;

This research work highlights the various performance management systems and/or policies instituted by the Ada East District Assembly to improve the performance and management of employees output in the district assembly. By this exposure of the various existing policies and practices through this study, many other districts would have knowledge of them and eventually import best performance management practices from the district assembly, particularly in the
events the existing policies have contributed largely to the performance and growth of the individual employee in the assembly.

Secondly, the study unearths the mechanism, processes and procedures that aid in the effective implementation of performance management system at the district assembly and beyond. This will be made possible as the study will seek to examine the strategies and procedures adopted by the Assembly in its implementation of performance management policies. By this, other organizations will have knowledge of the systems and procedures for the implementation of effective and efficient performance management systems through the findings of the study.

Finally, through the study, the various challenges impeding performance management systems’ implementation at the district will be unrivalled. This is particularly possible as the study will seek to unearth the hurdles associated with the effective implementation of the system at the assembly. By this revelation, the assembly will institute measures of redressing the challenges with the aim to position the system towards the realization for the full benefits of its implementation. Similarly, knowledge on the institution of such success factors could be transferred to other organizations with similar performance management implementation challenges and this will largely aid in the effective management of human resource in organizations.

1.6 Organization of the Study

This study is organized into five separate chapters. Chapter one details the background, problem statement, research goal and objectives, research questions, significance of the study and organization of the research work. Chapter two takes on the literature review whereas chapter three discusses the methodology of the study. Again, chapter four embodies the analysis
of data, discussion and presentation with chapter five embodying the summary, conclusion and recommendations to the study.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This second chapter of the study, entitled literature review presents scholarly and empirical studies conducted on the concept performance management as they exist in literature. Specifically, the chapter is organized under the following sub-sections; definition of performance management, scope of performance management, performance management cycle, principles, benefits and challenges of performance management, historical antecedent of performance management systems, limitations of performance management systems and examination of performance management practices as well as theoretical perspective.

2.2 Definition of Performance Management

Performance management has been defined by Slater, et al., (1998) as ‘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”. In the case of Aguinis (2014), performance management (PM) was defined as a ”persistent process where performance of individual workers and groups are estimated, recognized and created and in addition lined up with the key objectives of association.” A critical examination of the two definitions provided above shows that, the process of performance management exemplifies two major processes; a ceaseless procedure of overseeing execution and adjusting execution to vital objectives. Surmising to the idea of constant process in performance management, performance is a repeating and a continuous procedure which starts from creating organizational objectives,
mission and goals, watching and looking at execution of individual representatives, training workers on execution related issues and giving input on execution.

This indicates that, the process of performance management involves a wholly employee system of management and administration where the talents, skills, knowledge and capabilities of individual employees developed and enhanced just so that they will be better positioned to make meaningful impacts to the growth and development of their organization in terms of performance, output and productivity. The system involves an examination of the weakness of individual employees in organizational settings with the aim to fashioning out plans and mechanism, most appropriately training and development schemes towards redressing the shortfalls of organizational employees.

In the case of the National Association of Head Teachers (NAHT, 1991), the system of Performance Management (PM) "is a blend of administrative systems through which singular jobholders: have more prominent clearness about what their association is endeavoring to accomplish; comprehend what is anticipated from them in their activity; are qualified for normal criticism on how well they are getting along; have ceaseless help from their supervisors; and have a chance to survey their general execution accomplishments over a given period. PM is an a lot more extensive idea than just examination. Performance management (or assessment or estimation) is a critical component in performance administration and it is a piece of a coordinated methodology, consolidating procedures, dispositions and practices which together create a cognizant system for raising dimensions of individual execution accomplishments". Gathering from the perspective of the National Association of Head Teachers (NAHT, 1991), execution administration is an arrangement of administration in which an association streamlines
its destinations, objectives, missions and dreams with that of the aptitudes, execution and desires for the different representatives while urging them to perform significantly to the accomplishment of the objectives of the association. It likewise incorporates an arrangement of administration where employees’ weaknesses are related to standard balanced governance on the execution of the individual frequently known as input. Workers in such manner are frequently surveyed on their execution on different pointers set out in the destinations, objectives and missions of the association as streamlined with their execution.

Considering the vast array of definitions for performance management in organizations and as presented above, this study seeks to employ the definition provided for by (NAHT, 1991) in examining the concept of performance management. This is particularly so as the definition seeks to examine performance management in diverse perspectives; the perspective of setting and aligning organizational goals with the roles and performance of individual employees; assessing the performance of individual employees; offering training and development for various areas of weakness; and providing space for feedback on performance management systems.

2.3 Scope of Performance Management

Performance administration must fit in with the whole hierarchical system. It implies the different formal and casual means, strategies and measures utilized in different associations with the vision to build individual, group and coordinate commitment and adequacy. Performance management involves a framework where both administrators/managers and oversees/workers are given the sufficient chance to consistently increment and gain information, abilities and capacities. It indicates whatever representatives’ attempt at work put included however not
constrained to things including what they do (work), how they do it (conduct) and what their activities results in (results). It chips away at the rule that the two administrators and oversees share for all intents and purpose some sort of obligation to guaranteeing that whatever they have conceded to is first rate.

Performance management is set up to work based on connecting different perspectives and segment of the association towards fulfillment of the association's vision and objectives. According to Fryer et al. (2009), performance management is characterized by factors like; provision of feedback and use of results, commitment on the part of organizational leadership, alignment of organizational goals, mission and objectives with performance management systems, strategies for improving performances, participation of stakeholders, and continuous observation; the effective use of technology for communication, monitoring and provision of feedback to employees; 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, and training for employees (Chang, 2006; Wang & Berman, 2001; De Waal, 2003; Franco& Bourne, 2003).
2.4 Performance Management Cycle

Figure 2.1: A modified performance management processes

Author’s construct as adapted from Aguinis (2009a)

2.4.1 Pre-requisite

According to Aguinis (2009a), performance management systems, contains two main conditions known as prerequisite, namely knowledge of the organization’s mission and strategic goals and job description. For instance, if employees do not have adequate knowledge of the goals and mission of the organization as well as directives and goals of department and units’ levels, performance becomes limited as they lack clarity as regards their job description towards attaining organizational objectives. As strategic goals, mission and objectives are established and
made clear to employees, they are positioned to contribute their quota greatly towards attaining organizational performance. Aguinis (2007:21) noted that, “Once the goals for the entire organization have been established, similar goals flows downward to middle and lower level management, with the departments setting objectives to support the organization’s overall mission and objectives. The process continues to flow downward until each employee has a set of goals compatible with those of his or her unit and the overall organizational goals”

The second pre-requisite is job description; this is achieved by means of job analysis. Job analysis, Milkovich and Newman (2008:87) explained as “the systematic process of collecting information that identifies similarities and differences in the work. In performance evaluation, both the employees and managers look to the required behaviors and results expected in a job to help assess performance”. A job analysis is a fundamental prerequisite of any performance management system. In the view of (Aguinis 2009a; Milkovich and Newman 2008) without a job analysis, it is “difficult to understand what constitutes the required duties for a particular job. If we do not know what an employee is supposed to do on the job, we would not know what needs to be evaluated and how to do so”.

2.4.2 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 behaviors.
2.4.3 Performance Execution

As the performance cycle begins, employees are required to produce results and behaviors discussed and agreed upon earlier. This process belongs to the individual employee entirely as they are required to perform based on the agreed standards set out for achievement. The primary duty of the supervisor at this stage is to provide observation, supervision, documentation, feedback, resources and provide updates on individual employee’s work (Aguinis 2009a; Milkovich and Newman 2008).

2.4.4 Performance Assessment

This is the stage where employees and managers both work out modalities of evaluating the extent to which individual employee has performed and achieved the various indications and targets set out for achievement. This stage belongs to both the employee and manager collectively.

2.4.5 Performance Review

Aslam and Sarwar (2010;145) indicated that, performance review is “the more formal evaluation stage where performance review over the specified period takes place in which achievements, performance agreements and development plans are analyzed and can lead to performance ratings”. Appraisal meetings are considered necessary as it creates a more formal environment where employees and managers interact and in which employees receives feedback on performance (Kikoski 1999). Performance review is thus the stage by which managers meet to review and discuss the individual employee performance.
2.4.6 Compensation and Reward

Compensation according to Milkovich and Newman (2008:33) refers to “all forms of financial returns and tangible services and benefits employees receive as part of an employment relationship”. Milkovich and Newman (2008:33) are of the opinion that “the pay system must be align with the organization’s business strategy. The emphasis should be placed on employee contribution as an important policy decision since it directly affects employees’ attitude and work behavior”. At this stage, managers reward and compensate hardworking employees whereas weak ones are trained on their various career needs.

2.4.7 Performance Renewal and Recontracting

At the performance renewal and recontracting stage, information and insight from other stages running from the beginning to compensation and reward stage is utilized. At this stage, goals there were too ambitious and could not be achieved is modified whereas new targets and goals are set for attainment.

2.5 Principles of Performance Management

The conduct of any performance management is a predicated on various factors which thus either makes it successful or not. The success of any well managed PM system thus, hinges on various factors as discussed below;

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(Panda 2011:18)
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 (Simson, 2001)

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 behaviors 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 (Milkovich& Newman, 2008).

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 Benefits of Implementing Performance Management Practices

In analysis of the most likely benefits of performance management systems, Aguinis (2007) presented the following as most likely benefits of the system to organizations;

i. Performance management improves profits and returns on organization’s operations as employees’ productivity and work quality improves greatly.
ii. Performance management increases the responsibility rate of employees at the organizational level. This is particularly so as the system communicates job descriptions and expectations to employees making them accountable for their actions and inactions. This thus greatly results in improvement in performance.

iii. Performance management ensures fair and equitable treatment of all employees as standards are set for promotion, salary and performances.

iv. Performance management reduces organizational conflict and enhances quality of life.

A similar view on the benefits of performance management has been expressed by other researchers. For instance, Adams and Embley (1988) indicated that “a well-formed PM process gives the organization a powerful tool for addressing poor performance issues, should they arise. They further argued that if the employer and employees have agreed upon what their duties and responsibilities are, then both parties have something to refer to when they are not holding up their end of the agreement”. In a similar expression of the benefits of performance management systems, Aguinis (2007) and Armstrong (2006) presented that a good performance management system has the possibility of increasing employee motivation and self-esteem since the goals and objectives of organizations are made clear to steer performances.

2.7 Challenges of Performance Management in Organizations

Empirical investigations into the challenges and issues surrounding performance management systems in organizations, indicates that, despite the successes of the system in most instances, there are some challenges associated with its implementation, largely. Among such challenges to performance management systems implementation, includes but not limited to;
2.7.1 The Test of Adjusting Hierarchical Organizational Objectives and Individual Objectives

One highest test in performance administration framework has been the issue of adjusting authoritative objectives to individual worker objectives. Panda (2011; 18) announced that, "the organizational targets and measures taken at the vital dimensions must be fell from the best dimension to the lower level. He further contended that individual employees' job and objective lucidity, setting singular targets, planning execution benchmark for various dimension of workers, giving fundamental human and specialized help to worker's and other related key and useful viewpoints are the testing regions in execution administration rehearses". Correspondingly, Simpson (2001) reasons, for example that, absence of lucidity in authoritative objectives and targets; absence of departmental/unit objectives setting; and nonappearance of input after evaluation particularly in substantial associations.

Simpson (2001; 19) further noticed that, "for performance management practices to be compelling in many organizations, they ought to grow clear corporate objectives for doing performance evaluations. Authorities and employees in the organization ought to comprehend the centrality of undertaking evaluations. Once more, the method of execution assessments in many organizations needs believability. He further contended that the disappointment of numerous managers in many organizations to plainly explain to representatives, the parts of the activity to be assessed and the gauges against which execution would be estimated has been a major test". 
2.7.2 The Test of Connecting Pay and Reward to Performance

Another key challenge of performance management is the difficulty in connecting pay and reward to execution. Panda (2011) indicated that, performance management require the foundation of remuneration frameworks and occasional surveys and that such capacity have dependably been trying for chiefs and administrators. Connecting performance to motivators have subsequently turned out to be one of the disputable zones in performance management related capacities in organizations as lack of bias in rating which decides pay plans is hard to get a hold of.

2.7.3 The test of Estimating Performance

Estimating performance precisely has turned out to be one of the difficulties in performance management. Absence of clearness in execution measures bringing about out of line rating and assessments frequently influence the validity of performance management frameworks. Armstrong and Baron (2005; 78) submitted that, performance management plans are "controlled and actualized by HR division for connecting performance with pay which does not rouse the directors since they waver to give suppositions that influence their partners pay, this prompts rating blunder and inclination".

2.7.4 Rating Biases

Performance management has been labeled as been engrossed in many occurrences by rating predisposition challenge. Inability to convey execution desires, predisposition or misguided thinking by the appraiser, poor objectives linkages are having been accounted for to have had impact on rating plans in performance assessment process. Aguinis (2007:37) recognized different types of likely inclination mistakes amid rating as the “halo effect, central tendency,
first impression error, similar to me error, leniency or strictness bias, and relationship effect are all challenges in performance management practices”.

2.7.5 Limited strategic data in the framework

According to William (1998:211), decision makers concentrate on what they need the framework to achieve, how it will fit with different frameworks and how those frameworks might need to be changed. Distinctive techniques are utilized in this procedure. Both formal and informal correspondence is utilized to give input. Amid this stage here and there key performance zones are not adjusted to organizational targets, which could yield the hole that may last effect adversely to the fulfillment of organizational goals. The criticism about the hierarchical technique ought to be imparted to the whole organization. This could affect decidedly towards the maintainability of the organizational goals. A great deal of time and vitality is spent in getting the objectives and measures right, looking into performance, and evaluating it. In any case, things could turn out badly and the required viability organizational performance may not be acquired.

Kloot (2000:231–251) indicated that with the intention of gaining from employees towards the growth and development of organizations, employees can be the most costly and significant resources an organization may have. Most organizations – when they have a vital arrangement set up – have an amazing asset to screen their advancement and can convey through the execution of their Performance Management System. The organizations are investing energy and cash in structuring the Performance Management technique. They invest energy with their different divisions to ensure that the divisional plans are done and settled upon by all gatherings. This period once in a while takes multi month or two in light of its intricacy. When settling on the execution of a Performance Management System, it is vital to ensure that the organizations
get most profit by it. In light of its, Performance Management has a component of perceiving and granting performance. This requires the divisions to set an additional financial plan for remunerating great performance. Gathering exact information, utilizing (estimating/surveying) performance managers to guarantee viability of execution and purchasing new programming to aid the effective usage of the Performance Management System can be costly if the divisions are insufficient and don't feel responsible.

2.8 Historical Antecedent of Performance Management in Organizations

Literature on performance management systems’ presence in organizations is dated back as far back as the 1880s when the traditional systems of accounting for measuring performance was used until the 1980s (Neely, 1999). During the traditional era of performance management system’s application, Ancient Egyptians encouraged their workers to build the great pyramids utilizing the principles and models of performance management systems (Whittington-Jones, 2005:6). According to Zeglat (2012:442), the application of modern systems of performance management in organizations was emphasized in the 1960s when the global community of organizations witnessed it as an important need and means to achieving adequate employee performance and organizational growth.

Performance management during the 1960s and 70s was used as a systematic process for improving organizational performance through the development of individual employee performances (Armstrong, 2009:11). According to Armstrong (2009); Michael (1998:258); Grobler, Warnich, Carrell, Elbert, & Hartfield (2002:260), “Performance Management System was first implemented properly in the 1970s, but did not gain recognition until the late 1980s when it gained popularity through its broader emphasis on all management tools using performance assessment to ensure achievement of performance goals”. Owing to this, Holloway
(1999:35), indicated that, “the concept of Performance Management System has become more important in recent years, as managers – whether in the public or private sector – are constantly under pressure to improve the organizational performance”. The sudden attention to performance management systems, particularly in the public sector of Ghana has been occasioned by the numerous calls for accountability and improved performances in service in provision.

Again, in the last few decades, public sector management or public administration has witnessed great calls for changes in the management streams and process due to lack of institutional capacity in most public administration systems around the world. This was evident in inefficiency, lack of accountability, ineffective management practices, and lack of transparency in the management of most public sectors around the world. As a result, most government, institutions and managers of public services were under undue pressure to improve the performance of the sector as regards service provision and employee performance.

The constant call for improvement in the sector led to the introduction of new policies and Programmes with the aim to change the direction of service provision from a mere service provision entity to business related entity whilst improving upon the performances of employees. Parker and Bradley (2000:125–141), in their examination of public sector management, indicated that, “as a result of the “volatile economies” since the 1970s, there had been significant pressure on the public sector to reduce the cost of government”. According to Peppard & Preece (cited in Williams, 2002:4), new information and communication systems are changing the nature and core of public administration system thus resulting in the application of performance management in most cases.
2.9 Examination of the Practice of Performance Management around the World

2.9.1 Performance Management System in South Africa

One of the pioneering countries to performance management systems in Africa is South Africa (Quinton, 2006). The implementation of performance management systems in South Africa is mandated by several laws and policy guidelines, according to (Quinton, 2006; 8). These laws and policy guidelines include; the 1996 constitution; the white paper on public service delivery, 1997; the Batho-Pele Principles, 1997; the water service Act 108 of 1997 and the Local Government Act, 32 of 2000. According to Quinton, (2006), the objectives of these laws and policy guidelines on performance management systems is to provide the necessary framework for the effective and efficient management of civil and public servants’ performances whilst providing the expected and quality services needed by the populace. In his examination of the objectives and implementation of performance management systems in South Africa, Quinto (2006) employed fifteen (15) different public sector organizations to compare and contrast their performance management systems. His analysis revealed that, performance management system has well been accepted and is being implemented effectively and efficiently in all those study institutions and areas of public management towards the delivery of public services. Thus far, Quinton (2006) concluded that, the implementation of performance management systems in the public sector of South Africa has aided in the improvement of services provision and ultimately improved the performance of individual employees.

In a related study, Mazibuko (2011) agreed largely with Quinton (2006) and presented similar findings of performance management in the country’s education sector. Mazibuko (2011) findings of the implementation of performance management in South Africa’s educational sector indicates that, the sector has greatly embraced the system of performance management spanning
from the lower levels of teaching to higher institutions of learning. This is particularly so as educational management in the country have various components of assessing the performance of employees in the sector. For instance, according to Mazibuko (2011), teachers, lecturers, and administrative staff of various educational institutions in South Africa, are annually assessed on various indicators like subject of teaching and other related roles as linked to their employment. The objective of such assessments is to evaluate the knowledge, skills, capabilities and shortfalls of such employees whilst offering them, the needed on the job skills development. Performance management in South Africa is also commonly referred to as employee assessment scheme and its largely significant and compulsory in the government sector in particular (Mazibuko, 2011).

2.9.2 Performance Management in Zimbabwe

The evolution of performance management systems’ implementation in Zimbabwe is akin to most other countries around the world. According to a study by Saurombe (2014), performance management in Zimbabwe emerged owing to the numerous complaints by citizens regarding the quality of service in the country’s public services. These numerous complaints reception led to the first ever commission set up for the evaluation and review of the entire public service performance. The commission of inquiry and assessment known as the Kavrân Commission in 1989 thus after their review established among other things that; the civil servants were insensitive to the needs and plight of the citizens they were employed to serve; high level of red tapeism in the sector and; that the public service had insufficient delegation procedures. These revelations among other things led to the recommendation that, the public service should institute performance management systems across all board in the management and delivery affairs of public service in the country (Zimbabwe Public Service Commission- ZPSC, Circular Minute 7, 1995 as in Saurombe, 2014). Following this recommendation, public service performance
management in the country has become mandatory in all areas of operations in the country and this is largely supported by the Public Service Regulations Statutory Instrument 1 (ZPSC, 2000 as in Saurombe, 2014). Objectively, Zimbabwe’s performance management system seeks to uncover the weakness of the country’s civil service by unraveling the causes of poor employees’ performance whilst adopting strategies for the development and advancement in the skills and knowledge of individual employees towards quality service delivery.

Again, Rwafa (1998) presented that, the government of Zimbabwe had no any other better program option towards the evaluation of employees and their skill enhancement than the adoption of performance management system. This he indicated has been implemented to the full benefit of the development of employees and the country’s public service delivery as there has been some major improvement in service delivery in the country.

2.9.3 Performance Management in Ghana

Literature on the current practice of performance management systems in Ghana indicates that, the system’s practices received a major boost in the between 2004 and 2007 when government and the Public Services Commission received ample complaints of poor public service delivery across most public sector organizations in the country. The overall aim of the system’s introduction in the sector was to institute mechanisms for assessing the performance of employees from the lower to the higher levels whilst offering them the needed support and development towards a higher performance in service delivery (Appiah-Adu & Aning 2012). The introduction of the system in the public service management of Ghana was envisaged to be the focal turning point for the development and advancement of public servants’ capabilities and development towards service delivery. Since the introduction of the system, both public and private sector led agencies have all introduced it in their respective areas. Studies on
performance management systems in Ghana have received mixed reactions. For instance, whereas others have concluded of the system to have been helpful, others concluded otherwise some studies presenting both the positive and bad side of the system’s presence in most organizations (Ohemeng & Owusu, 2011). In the case of the successes and challenges of the system in Ghana for instance, Issachar (2009) submitted of them as follows; in terms of successes, he concluded that, largely, in some sectors like water provision, electricity and education for instance, assessment of employees has put some form of fear and panic to some extent in public sector employees who thus up their game of performance as performance assessment is employed as one of the key tenets of promotion in the public sector of Ghana. Again, on the successes, he submitted that, his study has uncovered how performance management has helped in the implementation of the New Public Management (NPM) concept in some autonomous public institutions as it ensures that heads mostly of Chief Executive Officers of these institutions are subjected to the ideals and principles of performance contract which forms a core in the implementation of performance management systems in the country. In the case of challenges, however, Issachar (2009) named factors like the presence of bias, failure to link organizational goals to employee goals and performances, poor assessment systems and lack of orientation on the objectives of the system.

Similarly, Ohemeng (2012) presented a major cause of setback in the overall effectiveness of the system’s implementation in Ghana has been the lack of support and politicization of the system of the central government even after the system’s introduction. He explained further that, the entire system of performance management was largely introduced by the Kufuor administration especially at the later hour of their exit. However, following the sudden change of government, the new government feared the system was being done to hunt opponents of their party and thus
did not give it the needed attention. Again, during the period of 2007, then Kufuor’s government was concentrating on winning the next general elections rather than ensuring the effective implementation of the system. Another major challenge to the system in most sectors of Ghana has been the changes in leadership of organizations, where every government comes with its leadership in the management affairs of the public sector thus impacting how smoothly, consistently and effective the system should be run in the sector.

A related study by Homuame (2017) presented challenges of performance management system in her study organization as, the mere application of the system for promotional purposes as against development, lack of feedback systems and bias in the process of rating. This she concluded has undermined the impact of the system largely although some benefits have been achieved.

2.10 Theoretical Framework

This study is conducted premised on two main theories of employee performance management, namely, goal setting and expectancy theories.

2.10.1 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 and
then more realistic. In situation where performance improves, it will thus results in the achievement of performance management systems and 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 mandate to act appropriately whilst working effectively towards the attainment of the set organizational goals and vision. 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.

2.10.2 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 to be gained 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 study adopts the notion of these two main theories to aid in its discussions and subsequent conclusions. This is because they both seek to examine the concept of performance management in organizations. For instance, the goal setting theory explains of how organizations should be guided by goals that seeks 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. Whilst 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 assembly.
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section discusses the methods of data collection and analysis to be used for the study. The concepts discussed includes research approach, research design, research population, sampling technique and sampling size, sources of data, research instrument, and data analysis.

3.2 Research Approach

Research design refers to the strategic framework that guides research activities to produce sound results (Blanche et al., 2016). A research approach is comparable to “an architectural blueprint”. There are diverse categories of research approach centred on different philosophical assumptions, categories of strategies used and detailed methods employed. The choice of a particular research approach is based on the research objectives and questions (Van Der Merwe et al., 2010). According to (Creswell, 2009) research approach falls in three categories, the Qualitative, the Quantitative and Mixed methods approach. Qualitative research seeks to examine a particular situation by adopting exploratory or descriptive techniques to generate words rather than numbers as data for analysis. Quantitative analysis on the other hand seeks to measure the relationships that exist between variables. Mixed method approach combines both qualitative and quantitative methods. This study adopted a qualitative research approach. Qualitative research is interpretive (Mason, 2015). The interpretivist advocates maintain that the researcher has profound influence on the research, and due to the complex nature of the social world, scientific laws do not adequately explain the nature of the social world (Bryman, 2011). Thus, research cannot possibly be independent and free of the influence of the researcher, the
time or the context. Qualitative study maintains that knowledge or reality is subject to interpretations to better understand social phenomena; the ontology of this paradigm indicates that there is no single reality, but multiple one’s subject to interpretations and experiences of humans; and the methodological position of this paradigm is mainly qualitative by means of interviews, and observations, among others (Wahyuni, 2012 in Saunders, Lewis & Thornhill, 2012). Qualitative research connotes an approach which seeks to explore understanding, meaning and conception of individuals or groups to a particular social phenomenon (Creswell, 2012). Similarly, qualitative research is conducted to understand better the specific happenings in an organisation rather than shallow explanation of a large sample population. Qualitative research provides a clear interpretation of the structure, position, nature and views of phenomena held by members of a particular group and occasionally referred to as ethno methodology of field research. The study adopted a qualitative research approach because the study is object to present a comprehensive analysis of the concept of performance management at the district assembly.

3.3 Research Design

This study adopted the case study research design by focusing on the Ada East District Assembly as its case study. In this regard, the study employed just a single unit or case, which is the Ada East district to examine the concept of performance management. The choice for a single case study is inspired by the nature, time and other invaluable limitations to the study. Again, the district was chosen following the presence of performance management system in the management affairs of employees in the Assembly. The choice of Ada East district Assembly was to help uncover the various issues surrounding the management of human resources as regards the application of performance management systems.
3.4 Research Population

According to Weiers (2005), a study population is defined as any group of items that can be measured empirically or observed theoretically. For the purpose of this study, the target population comprised of employees of the district assembly, both senior and junior staff. Specifically, staff that have worked for more than five years and have knowledge of the concept formed part of the study. Again, superficially, employees in the human resource department, administrative unit of the assembly as well as others who have gone through the system of performance management in the district formed the study population. The choice for this group of target population is that, they have much knowledge, understanding and better experiences of the performance management system in place. Again, it is because they have had direct responsibility towards the management of human resources in the assembly and thus have better details of the system.

3.5 Sampling Technique and Sample Size

The study selected twenty-five employees for data collection and subsequent discussions. The choice for twenty-five (25) respondents was that they aided in examining the concept of performance management as practiced in the assembly, the policies and strategies for its implementation as well as the challenges and critical success factors in building a better performance management system for the district. Purposive sampling technique was employed to aid in the selection of respondents for the study. Purposive sampling is a sampling technique where a researcher selects participants or respondents based on their knowledge of the study or the topic under consideration. Following objective of the study, only respondents who have knowledge of the concept of performance management in the district were considered to partake in the study. Moreover, respondents who are directly in charge of the management of human
resources and thus the implementation of performance management system in the district as well as those who have been participant of the system for some time formed the sample size of study. Specifically, respondents came from the human resource, general administration, development planning, budge office and physical planning department. Top management for the study numbered nine (9) whereas middle level and lower level staff comprised of six (6) and ten (10) respectively. The study ensured that respondents who have not been through the system before and/or have no knowledge of the system did not form part of the respondents.

3.6 Sources of Data

This study employed two different types of data to assist in its discussions and analysis, primary and secondary data. Primary data is the type of data gathered by first-hand information of the researcher and which happens to be original data on the topic of research. For the purpose of this study, primary data was gathered from various respondents who served as the study population. Primary data for the study was gathered by means of unstructured interviews. The choice of primary data for the study was to have first-hand experience of the understanding of various respondents as well as gather data which originally would represent the implementation of performance management system at the district. On the other hand, secondary data for the study was employed by means of literature reviews, internet search and book reviews on performance management. Secondary data was employed for the study because they served as reference point for the study and gave much more knowledge as well as information on the subject of study.

3.7 Research Instrument

An interview method for data collection is explained as “a purposeful exchange of ideas, the answering of questions and communication between two or more persons” (Scott, 2006). This technique makes it possible to build a positive relationship with the respondent leading up to the
building of trust which results in the release of vital information which otherwise would not been released. The study resorted to the use of interviews because of its ability to get first-hand and in-depth information from the respondents (Boateng, 2014). In designing the interview guide, questions were developed by the researcher with the following principles in mind; the questions were based on literature covered as well as the objectives and questions guiding the study. This allowed for more exploration into the policies and strategies of performance management in the district assembly. It also gave respondents the opportunity to give detailed explanations to the interview questions and to gain ample information into the phenomenon being studied.

3.8 Data Presentation and 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 which be 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 using thematic analysis which discussed and analyze similar data on the same objectives per the study under one objective topic whereas findings considered to be quite different was treated as such. In the case where quite special and more different answer was provided it was put in an italicized format to give more meaning to the view 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. Further, data analysis was accompanied with diagrams, figures, explanations and other descriptive statistics. This was to give graphical presentations to the various data that required such.
3.9 Ethical Considerations

For the purpose of meeting ethical standard, the study firstly sort the permission from the Assembly before it was conducted. This was done by means of submitting a formal letter from the university to the Assembly to seek for their consent and approval before beginning data collection. And secondly, all literature employed or used for the study have been duly acknowledged.
CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

Chapter four of this study presents the data, analysis and discussions as regards the objectives set out for achievement in the study and the primary data gathered from field interviews. The study’s data was gathered from respondents who serve as employees of the Ada East District Assembly have different positions as well as serving in different departments of the assembly. Respondents in the study are employees who have served in different capacities and department as well as unit with greater knowledge and experience of the performance management system of the study organization.

The study was composed of a total of twenty five (25) respondents as well as employees in the assembly with all of them participating in the data collection process. The participation of all respondents earmarked for the study shows that, data gathered was representative enough of the practices and features of the assembly’s performance management system. By the overwhelming participation of employees in the study, data gathered was convincing to aid in the formation of conclusion and subsequently, recommendations. The study’s data was analyzed through qualitative analysis using descriptive and explorative techniques with thematic analysis as its main approach of data presentation. Qualitative analysis was accompanied by simple frequencies, charts, tables and percentages.
4. 2 Socio Demographic Characteristics of Respondents

Table 4.1: Respondents Socio-Demographic Characteristics

<table>
<thead>
<tr>
<th>Features</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>19</td>
<td>76</td>
</tr>
<tr>
<td>Female</td>
<td>6</td>
<td>24</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>25</td>
<td>100.0</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25-35</td>
<td>10</td>
<td>40</td>
</tr>
<tr>
<td>36-46</td>
<td>11</td>
<td>44</td>
</tr>
<tr>
<td>47-60</td>
<td>4</td>
<td>16</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>25</td>
<td>100.0</td>
</tr>
<tr>
<td><strong>Marital Status</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Single</td>
<td>10</td>
<td>40</td>
</tr>
<tr>
<td>Married</td>
<td>15</td>
<td>60</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>25</td>
<td>100.0</td>
</tr>
</tbody>
</table>
### Years of Service at the Assembly

<table>
<thead>
<tr>
<th>Years</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-10</td>
<td>18</td>
<td>72</td>
</tr>
<tr>
<td>11-20</td>
<td>5</td>
<td>20</td>
</tr>
<tr>
<td>21 and above</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>25</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

### Educational Qualification

<table>
<thead>
<tr>
<th>Qualification</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Polytechnic</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>BA</td>
<td>22</td>
<td>88</td>
</tr>
<tr>
<td>PG</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>25</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

### Department

<table>
<thead>
<tr>
<th>Department</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resource</td>
<td>4</td>
<td>16</td>
</tr>
<tr>
<td>Development Planning</td>
<td>3</td>
<td>12</td>
</tr>
<tr>
<td>Budget Office</td>
<td>4</td>
<td>16</td>
</tr>
<tr>
<td>Physical Planning</td>
<td>5</td>
<td>20</td>
</tr>
<tr>
<td>General Administration</td>
<td>9</td>
<td>36</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>25</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>
Source: Field data, 2019.

Contained in table 4.1 are the demographic characteristics of respondents in the study. Demographic characteristics of respondents in the study involve items on gender, age, marital status, and years of service at the assembly, educational qualification and department of work. In the case of the data gathered on respondents’ gender composition, table 4.1 reveals that whereas nineteen (19) representing 76% of the entire respondents’ ratio was males, the remaining six (6) with the percentage of 24% made up the female category. Data on gender composition clearly indicates that male respondents outnumbered female respondents in the study. It is important to establish the fact that, differences as regards the gender composition was not engineered by the researcher. However, differences resulted from the availability of employees at the time of the interview process as well as the number of female to male ratio at the assembly. Despite this huge difference in gender composition, it hard no significant influence on data gathered for the study.

Regarding the demographic information of age, of the total respondent size, twenty-five (25), as ten (10) representing 40% of them falls in the age bracket of 25-35, eleven (11) of 44% falls between 36-46 whereas a meager four (4) representing 16% makes up those within the bracket of 47-60. Data on the age of respondents shows clearly that respondents cut across difference ages and this greatly positioned them in terms of worldview and examination of concept.

Moreover, on the part of marital status of respondents, as fifteen (15) representing 60% are married, the remaining ten (10) with that of 40% are single indicating a greater proportion of respondents are married couples

Again with regards to years of service at the assembly, whereas a greater majority of respondents with the ratio of 18 and a percentage of 72 have served in various capacities at the assembly
between 1-10 years, the rest of 7 employees who doubled as respondents have served above 10 years. Data on the years of service of respondents at the assembly clearly shows that they have been employees for far too long and have acquired ample knowledge, understanding and practice of the performance management system as experience with the system was key to examining the various issues surrounding its implementation.

Further, on the issue of educational status of respondents in the study, data gathered shows that twenty two (22) of them representing 88% were first degree holders as compared to polytechnic graduates of the frequency of two (2) and representing 8% with post graduate degree holders being one (1) of 4%. By this, first degree holders formed a greater proportion of the total respondent’s size followed polytechnic graduates and subsequently post graduate holders. Information on the educational attainment of respondents indicates of them being highly educated. The high levels of respondents’ education clearly spells out the opportunity for their understanding of the practice of performance management as well as the questions and objectives set out for the study. By this, respondents were better positioned to offer comprehensive responses to the various questions put forward.

Finally, on the demographic characteristics of department, it is necessary to establish that respondents cut across different unit and sections of the assembly. Specifically, as the general administration unit contributed nine (9) employees to the total ratio of respondents, human resource and budget office respectively contributed four (4) with physical planning unit offering five (5) and development planning unit making up of three (3). By this data, it could be examined that respondents for the study came from different unit and this makes the study quite representative enough of the entire assembly.
4.3 Concept of Performance Management at Ada East District Assembly

The first objective set out for achievement in this study was to examine the concept of performance management as practiced in the district assembly. In order that this objective is attained, the study sought to first identify whether the district assembly have in place and practices the concept of performance management and for how long has this system being in place. It is important to mention all the twenty-five (25) respondents and representing a 100% response rate indicated of the assembly having in place a performance management system.

According to them, the concept of performance management and its practice has been in existence for quite some time of at least more than 10 years of practice in the assembly. Explaining further, respondents indicated that, the practice of performance management has witnessed a continuous change in process in terms of what actually constitute performance management and the systems of its practices. In relation, respondents made mention of the initial practice of employee appraisal and which forms just a part of the entire performance management as the main instrument of employee performance assessment. However, in 2014, a new system of performance management known as performance contract was introduced in the assembly by the then government. The main objective of this system was the institution of a contract based system of employment and performance which ensures that employees are signed unto contract with regards to their performance in organizations.

Examining the concept of performance management as practiced at the Ada East District Assembly, respondents explained the concept of performance management in diverse ways. The views of respondents concerning performance management as practiced in the assembly are illustrated below;
In order to examine the concept of performance management as practiced at the assembly, respondents gave different opinions as regards the concept of performance management and its practice. Figure 4.1 illustrates the various response received. Of the entire 25 respondents in the study, six (6) representing 24% explained 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 explained that 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 of organizations.

The account above agrees with the explanation offered by Slater, et al., (1998), that performance management involves value addition process which seeks to position organizations employees in order that they attain optimum individual employee performance. By this, performance management incorporates the management process of human resource through the institution of various systems and mechanism, procedures, practices and policies so as to attain such broad organizational value addition quest.

On the other hand, four (4) different groups of employees with each representing 16% submitted that performance management is the; “process where behaviors are assessed as well as jobs and performances”.

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”. Considering these two different groups on the concept of performance management, it could be examined that they both remarked 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.
Aguinis (2014) presented that performance management (PM) is the continuous process by which an organization’s employee’s performance are assessed and inked with job performance objectives. This particular assertion by Aguinis (2014) largely agrees with the understanding of employees at the assembly as presented above. By this collaboration of these two separate account, performance management objectively seeks to examine how employees perform numerous task assigned to them at work and how best they contribute their quota to the achievement of total organizational objectives.

Moreover, another three (3) respondents with a percentage of 12% explained the concept of performance management to be “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’ fall” they narrated. Explaining further the concept of performance management and as presented by respondents, is a system instituted to manage the human resource component of organization through a thorough investigation of the potentials and weaknesses of such employees continuously just so that employee shortfalls are identified with the aim of resolving such challenges whilst improving on their strength.
4.4 Policies/Strategies for Implementation of Performance Management System at Ada East District Assembly

The second and third objective of this research work was to examine the policies and strategies responsible for the implementation of performance management at the district assembly. Owing to this, respondents were interviewed as regards the policies and strategies for the implementation of performance management system at the assembly. Primary data generated for the study shows the following;

In the case of data generated on the form of policy of performance management in place, all respondents indicated, the presence system of performance management in place is known as performance contract. According to respondents, this performance contract system was introduced in 2014 by the previous government. It is a system of performance management where all employees are made to sign contract of performance in relation to their job description for a given period of time. Performance contract system of performance management in the assembly thus operates by reviewing the terms and conditions of the contract at the end of the agreed period. In the event that employee meets the set target as stipulated in the performance contract, employee’s contract is renewed. However, in the event that performance of individual employee is poor, they are made to renegotiate the contract of performance whilst embarking on training to improve their weak areas of performance.

On the part of the implementation strategies of performance management system at the assembly and as indicated by all the twenty-five (25) respondents with a percentage of 100%, the system’s implementation follows a particular process and is systemic in nature. Explaining further on this, the strategies for implementation of performance management system at the assembly are;
First, is the collaboration between the human resource management and other department of the assembly. On the part of interviews, the human resource unit together with other management units of the assembly set up goals and objectives for attainment spanning across particular years. In the course of goals setting management takes into account the activities and long-term visions of the assembly. With the presence of these goals, departments/units and sections of the assembly are informed of the broader organizational vision 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 assembly, various departments and units tap into them to set departments’ goals and visions which are to guide their operation. The objective of such departmental goals is to work under and in line with the broader institutional goal. Explaining further, one interview put it as;

“In the case of this assembly, especially at first when I came here this system was termed as performance appraisal but now is called performance contract. 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 shortfalls with the view of developing new goals and objectives for the next or incoming year” (Development Planning Officer, 2019).

In the case of the practice of performance management in South Africa, Mazibuko (2011) submitted that, performance management begins with the setting of broader objectives at the institutional level by their authorities and which is transferred to the lower level for performance. This account however is different from that of Zimbabwe as posited by Saurombe (2014) who indicated educational managers in the country set out various goals and targets for different
educational management units and sections of the country with the lower levels expected to position themselves towards the attainment of such national objectives.

Aguinis (2009a) presented that, for the successful implementation of performance management systems, two main conditions termed prerequisite, namely knowledge of the organization’s mission and strategic goals and the knowledge of the job are critical. For instance, if employees do not have adequate knowledge of the goals and mission of the organization as well as directives and goals of department and units’ levels, performance becomes limited as they lack clarity as regards their job description towards attaining organizational objectives.

Secondly, all respondents indicated that, departmental heads engage individual employees to discuss with them the new goals and objectives for the assembly and the individual department as well overall organizational and departmental goals have been set. The purpose of this meeting is to 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 performance assessment which is a strategy in the implementation of the district’s performance contract system. During this stage, employees pick up assessment forms from the human resource unit for individual assessment process. Assessment form contains employee performance indicators for assessment in relation to task and contextual performance as well as
objectives set for the given year. Individual employees are required to fill out the assessment form with scores on the indications set out. After the self-assessment, heads of unit engage individual employees with regards to their performance and the filled assessment form for a thorough examination of whether they deserve the grading and score provided by them. Heads of department either agree or disagree with the grades awarded by employees. In the case where heads disagree, discussions are held to ensure that a common ground is reached in terms of the assessment scale to be provided.

The practice of performance management as indicated above at the district assembly is not different from the findings by Appiah- Adu & Aning (2012) in Ghana, when they posited that one major feature of Ghana’s performance management is the filling of assessment and discussion with the already filled form with the head of units for a possible examination. They added that, usually, managers should be those to fill assessment forms with the individual employee. However, due to the busy schedules of institutional heads, individual employees are required to fill appraisal forms and later discuss ratings with such heads of unit and institutions.

Further, on the strategy of performance management implementation, interviewees opined that, after an agreement has been reached as regards the grades for a particular employee, assessment forms are submitted to the officer in charge of human resource management. The human resource unit then applies the filled assessment form for various purposes like examination of the performance of individual employees as well as designing of training programs alike.
4.5 Successes of Performance Management System at Ada East District Assembly

Regarding investigations on the successes achieved by the performance management system at the assembly, the entire twenty-five (25) respondent representing 100% response rate indicated of having witnessed some successes chalked by the system since its introduction. Respondents in the positives identified successes in areas like as examination of employees’ training needs, improvement in service delivery, ensure accountability, creative and innovative ability.

(a) Examination of employees’ training needs and organizational policy development: On the part of examining training needs as beneficiary part of the system to the assembly’s operations, respondents explained that, performance management system allows the human resource department to examine the strength and weaknesses of various employees in the assembly. 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 assembly.

An attempt to explain further what this success is all about had one respondent put it as;

“Usually, it is difficult for management, particularly the human resource division of an organization to spell out the challenges and weaknesses of performance by each individual without undertaking any critical assessment. This was the case of the assembly
until the adventure of PM system which now aids in the examination of the weaknesses of employees as well as poor performers and how best training program could be instituted to build their capacity”(Administrative Officer, 2019)

(b) Improved in service delivery: With the presence of performance management system at the assembly, there has been the development and institutionalization of various activities, systems, practices and units, internally, to meet the demands of client and service provision in the assembly and this resulted in 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 unit. Knowledge of these problems has thus aided in the creation and institution of most essential sections, systems and practices of efficient service delivery at the assembly.

(c) Improved accountability: On the part of those who identified accountability as a success of the system to the assembly, they explained as below; the presence of performance management system has ensured that every individual employee account for his/her works at any given point in time. This is because, at the beginning of the year or session, discussions are held with various units and department heads as regards the responsibility and expectation from individual employees and the unit as a whole. As a result, it behooves on individual employees to ensure the attainment of such objectives set out for the department and the organization as well. Once there is recognition of the existence of such roles and the quest for the attainment of such responsibilities individuals are compelled to perform greatly thus resulting in the attainment of some level of accountability and responsibility at the assembly.
(d) Aids in Promotion: Of the entire respondents who spoke on the effectiveness of the system at the assembly, performance management aids in the management affairs and decision making process of the assembly. According to them, performance management scheme and its assessment results are often employed in decision making. At the assembly, promotion takes place with referral to performance appraisal records of the particular employee. In this regard before an employee receives any kind 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 aids 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 district assembly 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” (Finance Officer, 2019).

(e) Effective management of human resources at the assembly: With regards to the success of effective management of human resources as one of the importance of the system to the assembly, respondent explained that, the role of human resource management was a
difficult one 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, 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 assembly could not easily help by instituting training programs to address the various needs of employees. Managing promotions during this period was a tough decision as heads of units could not have any substantial employee performance indicators to aid in decision making on promotion. The adventure of performance management system has aided the process of managing human resources in a more efficient and productive way. In the view of one respondent, he remarked as:

“At first, in this assembly, promotions were not based on individual performance but were based on the longevity of service in a given capacity even when the person performs poor whereas others who have not served for long but are good performers do not receive such opportunities. With the adventure of the PM system, the assembly now results to performance as another critical condition for promotion decisions” (Human Resource Manager, 2019).

This significance identified by the respondents corroborate 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.

4.6 Implementation Challenges of Performance Management System at Ada East District Assembly

Owing to the objective of examining the challenges affecting the effectiveness of performance management system in the district, respondents were asked several questions to that effect. It is important to state that of the entire, twenty-five (25) respondents, twenty one (21) representing 84% of them agreed to the fact that, the system is fraught with some implementation challenges whereas the remaining four (4) were indecisive. The lists of challenges discussed by interviewees are presented as follows;

First, on the part of the twenty-one (21) respondents representing 84% rate, a major challenge of the system, is annual assessment as against ongoing and continuous performance management system. On their part, performance management system which is to be a continuous process has taken the twist of being an annual performance appraisal. In the district assembly, performance management during some time past was done only by means of mere appraisal against the complete process of performance management and which is systemic and procedural. As a result, the introduction of the performance contract scheme was a step in the right direction. Employees expected such a new system to take new twist. However, not too long, this system has gone the ways of the old annual performance appraisal system. This largely defeats the purpose and effectiveness of a fully fletched performance management system. 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, shows 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”, (General Administration Respondent, 2019).

Similar to the above finding, is that of Ohemeng & Owusu (2011) when they also presented that, performance management in takes the form of just yearly practices of assessment and appraisal particularly in most public sector led institutions where employees only are provided with forms to fill at the end of every year.

On the part of Simpson (2001), most institutions do not take the concept of performance management serious and thus only make it a ritual practice of yearly assessment such that employees visit it when then working year ends and data of employees is needed for other purposes.

Again, interviewees numbering fifteen (15) and representing 74% of those who spoke on the challenges of the system made mention of the unavailability of heads of department to finalize performance assessment rating in most cases. On the part of those in this category, usually, after individual employees have finished with performance assessment and rating, it is then required
of departmental and unit heads to hold discussions with employees to vet the assessment form. Assessment form vetting take the process of agreeing with employees on the various ratings vis-a-vis the performance of the individual. However, largely, according to interviewees, most heads of units and department do not make time for the most important aspect of the assessment process where meeting is scheduled to formalize the assessment process and make it wholly accepted for further processing and usages.

Further, the entire respondents of twenty one (21) in this category spoke of the challenge of limited human resource towards the achievement of set task. According to respondents who spoke on this, the district assembly’s department and sections usually do not have adequate employees to perform most of the functions and target set out for achievement at the assembly. Performance contract however requires that employees achieve the set target and goals in a particular year. With the limited number of employees at various units, achievement of task and target becomes a daunting issue for most employees. Thus far, employees are positioned to fail any possible assessment that is conducted.

In addition, interviewees named the absence of feedback as a major factor affecting the effective implementation of performance management 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.

The issue of absence of feedback system agrees largely with the findings submitted by both Appiah- Adu & Aning (2012) and Ohemeng & Owusu (2011) in Ghana when they concluded that, almost all organizations particularly those in the public sector do not have a system of feedback for their performance management system such that employees hardly receive any comment concerning their areas of strength and weakness in the organizational settings. This they argued downplay the very purpose of the system in the public sector as employees are not improved largely in their areas of performances.

On the part of some sections of respondents who spoke on the challenges and numbering nineteen (19), lack of logistics like A4 sheet, Toner and complicated appraisal form compromises the effectiveness of the system. On their part, they explained that, in most cases, template of the form is too complicated as individual employees will have to spend several hours, days and weeks in filling due to different sections on the form whereas again, most offices do not even have A4 sheet and toner to print forms when time is due. These factors among some other ones impact the effectiveness of the system.

Finally, interviewees spoke on the issue of performance assessment being done mostly for promotional purpose. Promotional assessment, respondent explained is the assessment done purposely for promotional purposes at work. According to those who mentioned this as a challenge, in the institution, performance management or appraisal has been done purposely for
securing promotions at various units and departments. This is because as appraisal forms are filled, nothing again comes out of it until it is time for interviews with promotion of stuff as its resultant effects. It is during such promotional periods that the HR unit request for one’s appraisal details. Following this, employees have to contact the human resource department to attain their appraisal form for promotional purposes and consideration. In this regard, appraisals have been one of the requirements of attaining promotion, they added. As such, it is done and only resurfaces when there is time for one to secure promotion. The above exposure at the district agrees largely with position made by Issachar (2009) that, “performance management and appraisal forms in Ghanaian organizations, have concentrated exclusively on promotion, and not on training and retention as against other equally important objectives”.

In a similar contention, Aguinis (2007); Armstrong (1999); Armstrong & Baron (2005) indicated that, most firms conduct performance management not for the purpose of developing their human resource capacity but for only objective aiding promotional activities and this affects the main objective of the system’s introduction.
Table 4.2 Response rate on the challenges of Performance management system at Ada East District Assembly

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Response Rate (24)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Assessment</td>
<td>21</td>
<td>84</td>
</tr>
<tr>
<td>Unavailability of head of units</td>
<td>15</td>
<td>74</td>
</tr>
<tr>
<td>Limited human resource</td>
<td>21</td>
<td>84</td>
</tr>
<tr>
<td>Promotional assessment</td>
<td>21</td>
<td>84</td>
</tr>
<tr>
<td>Absence of feedback</td>
<td>21</td>
<td>84</td>
</tr>
<tr>
<td>Lack of logistics and Complicated Appraisal form</td>
<td>19</td>
<td>76</td>
</tr>
</tbody>
</table>

Source: Field data, 2019

Table 4.2 details the challenges affecting the effectiveness of performance management system at the Ada East district Assembly. As contained in the table, all the entire respondents who agreed that the system has been met with some form of challenges identified the challenge of annual assessment whereas 15 of them identified the unavailability of units’ heads to be a major issue impacting the effectiveness of the system.

On the other hand and as contained on the table 4.2, all the respondents numbering 21 and representing 84% who spoke on the challenges associated with the system named limited human resource, promotional assessment, and lack of feedback as undermining the effectiveness of the system.
Finally, the table presents that nineteen (19) respondents in this category of with 76% identified the challenge of lack of logistics like A4 sheet, Toner and complicated appraisal form.

4.7 Critical Success Factors for Improving Performance Management System at Ada East District Assembly

The final objective of the study was to examine the most critical factors essential for improving performance management systems at the Ada East District Assembly. It is important to state that, the entire twenty-five (25) interviewees suggested of possible measures for improving the system. Among the list of critical success factors outlined by interviewees are presented below;

First, all respondents identified sensitization on the performance management system as critical to its success. This they explained that employees do not have much knowledge about the system, as regards its significance and this makes them feel reluctant in most cases to go through the rigorous system of performance management assessment. As a result and for the purpose of ensuring the effectiveness of the system, authorities at the assembly should prioritize sensitization of employees on the procedures as well as significance of the entire performance management system. Quntio (2006) examined the factors necessary for the success of performance management system in some parts of Europe and concluded that, education and sensitization on the system of performance management as regards what it is, how it is done and its main purpose is essential to win the support of organizational members towards the success of the system.

Moreover, interviews identified the presence of a system of feedback as a necessary prerequisite to the success of performance management system in the assembly. On the part of interviewees,
the assembly particularly the human resource department must provide feedback for employees regarding their assessment in relation to the areas of weaknesses and strength of each employee. Instituting a feedback system will bring to bear the rationale of the system and thus aid in its effectiveness, respondent added.

Again, interviewees spoke on the presence of frequent evaluation as against an annual system of evaluation. On the part of those who spoke on this, performance management must be a continuous process of at least twice or thrice a year to assess the performance and weaknesses of employees rather the current system employees where employees are either accessed once a year or even within two years. Such a system defeats the basic purpose of employee performance management which seeks to be an ongoing process of employee management.

Finally, respondents mentioned of the need for recruitment of additional staff at the assembly as a prerequisite towards attaining effective and efficient performance management system. Interviewees explained further by positing that since employees at most departments are limited, they are unable to achieve their set target and institutional goals. This greatly affects their performance and employee rating alike. Attaining efficient performance management system based on individual competencies and capabilities should therefore call for additional hands.
CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The general aim of this research work was to examine the policies and strategies for implementing effective performance management systems at Ada East District Assembly. This fifth chapter takes on the summary of discussions, conclusions of the findings and recommendations to the study. The first part of the fifth chapter is the summary of findings, followed by the conclusion with the recommendations being the third part of chapter five.

5.2 Summary of Findings

The findings of the study are summarized taking into account the analysis and objectives set out for achievement in the study.

5.2.1 Policies/Strategies for Implementation of Performance Management System at Ada East District Assembly

With regards to the data gathered on the policies and strategies for the implementation of performance management at the district assembly, the following is revealed;

First, as regards the policy of performance management, all respondents indicated that, practice of the system is governed by what is known as performance contract. The system of performance contract thus connotes a performance management system which governs employee performance by means of contractual arrangement. By this system, employees are required to sign contract on the rate of performance as regards their job description such that weak performance warrants
renegotiation of contract terms or total dismissal from work. This system ensures that employees perform as expected and agreed in the contractual papers.

On the part of strategies for the implementation of performance management systems, interviewees who participated in the study explained that, the practice of performance management at the assembly follows a particular systemic order which begins with the development of broad organizational goals by authorities. Next to the development of organizational goals according to interviewees, is the development of specific departmental and unit goals which are usually curved from broad organizational goals and with which departmental employees position themselves to contribute their quota towards the attainment of such objectives.

In a related strategy to the above, interviewees mentioned of the process of performance assessment at the end of the each year. By this strategy, employees fill out duplicate of assessment forms based on individual job descriptions. Assessment forms are accompanied with ratings and employees are required to rate themselves with regards to the figures in place. After individual employee assessment is the practice of departmental meetings with the head and individual employees where heads of department vet and assess already filled ratings in relation to the actual performance of employees at work. This stage calls for an agreement between the departmental head and the employee as regards rating. After this stage, filled assessment forms can be submitted to the human resource department for further purpose like promotion, interviews and reassignment.
5.2.2 Successes of Performance Management System at Ada East District Assembly

With regards to the primary data on the successes achieved by the assembly through performance management system, respondents explained of the ability of the assembly’s management to identify the weaknesses and training needs of employees through the practice of performance management in the assembly as it aids in identifying the poor performers and causes of such performances. This result in the development of training programmes to meet such career needs.

Again, performance management system has aided in management decision making of promotion through the utilization of the performance ratings result and which aids in identification of good and poor performers and ultimately those who deserve promotion and those who do not.

Moreover, respondent cited the success of improved service delivery at the assembly resulting from the identification of the various needs and expectations of client and which has occasioned in the institutionalization of different sections and units to meet the service demands of client.

Finally, data gathered indicates of performance management system at the assembly to have aided in attaining accountability and efficiently managing human resource capacity by means of demanding of excellent performances from employees whilst aiding in division of task at the assembly.
5.2.3 Implementation Challenges of Performance Management System at Ada East District Assembly

As regards the third objective of the study, primary data gathered shows the following;

First, the system at the district is challenged with the issue of seasonal or annual assessment as against a continuous system of performance management. Interviewees numbering 21 and representing 84% who opined that performance management at the assembly is not a continuous process as should be. Rather, the assembly practices a system where annually, employees are provided with forms to just assessment themselves.

Secondly, interviewees made mention of unavailability of heads of units and departments for completion of assessment process as a major challenge to the process. On their part, most departmental heads refuse to either set dates for the second phase of employment which entails vetting an employee’s already filled forms and providing consent to the indications and ratings provided or completely refuse to examine employee assessment form for further processing.

In relation to the above, respondent made mention of limited human resource and promotional assessment as setbacks to the effectiveness of the system. This they explained by saying that, most units at the assembly do not have adequate staff to undertake the various set task and objectives of performance management whilst usually, performance assessment is done primarily for promotional purposes.

Finally, interviewees made mention of the absence of feedback system as well as lack of logistics like A4 sheet, Toner and complicated appraisal form as impeding the effectiveness of the system at the assembly. They explained that, employees after going through performance management system hardly gets feedback on their assessment as to whether they have performed better or not.
from authorities and this defeats the purpose of the system. Moreover on limited logistics and complexity of appraisal forms, respondent submitted by saying that, forms are not easily understandable and contain too many sections which requires several effort to complete whereas in some instances, employees are unable to print out forms due to lack of such logistics.

5.2.4 Critical Success Factors for Improving Performance Management System at Ada East District Assembly

Summarizing the data gathered on the critical success factors for improving performance management at the assembly, the following is made;

First, respondents spoke of the need for sensitization of employees at the assembly on the significance of performance management systems as part of the human resource capacity development of the assembly as this will go a long to secure total commitment of employees towards the system.

Secondly, interviewees identified the presence of a feedback system which will aid employees have knowledge of either their strength or weaknesses at the work as critical to realizing the objectives of the entire performance management system at the assembly.

Moreover, interviewees identified the presence of continuous system of performance management and recruitment of additional staff as necessary prerequisite to the effectiveness of the performance management system in place.
5.3 Recommendations

With regards to the objective of examining the policies and strategies for the implementation of performance management system at the Ada East District Assembly, the study presents that, the objectives guiding it has been achieved. Following this, the study recommends that;

First, the assembly institute a feedback system that seeks to enable employees knows of their weaknesses and areas of strength after each assessment season. This will aid the development of individual employee’s capabilities as knowledge of their weaknesses will help in the institution of systems and training towards developing such capabilities.

Secondly, the assembly should employ additional staff to complement the effort of current employees as this will the attainment of organizational goals set out for achievement in the assessment period.

Further, performance at the assembly should be strengthened and made a continuous process of weak and strong performance identification and not a ritual activity which takes place annually. The redefinition of the system and its modes will thus make it more effective.

5.4 Conclusion

Several studies like that of Amos (2008); Armstrong (2008, 2007, 2005, 2002); Aguinis (2007) discusses the importance of implementing performance management systems as part of human resource management schemes in organizations. Specifically, Aguinis (2007) indicated that effective performance management systems improves profits and returns on organization’s operations as employees’ productivity and work quality improves greatly as well as increasing the responsibility rate of employees at the organizational level. Following such numerous
benefits of instituting performance management systems, organizations, both public and private have developed and implemented such systems the world all over. One such public agency is the Ada East District Assembly. The objective set out for this study was to examine the policies and strategies for the implementation of performance management systems at the district assembly.

The study found out that, performance management system in place at the assembly is known as performance contract which ensures that employees are made to sign contract forms and which forms the basis for their performance, promotion and dismissal at the work place.

Again, the study concludes that, the practice of performance management at the assembly follows a strict strategy and systemic order which begins with the setting of organizational goals to departmental level goal settings as well as individual rating of performance to assessment evaluation by heads of department and finally submission of assessment to the human resource unit of the assembly for further action.

Further, the study reveals that the institutionalization of performance management system at the assembly has aided in examining the weaknesses if employees whilst aiding in the effective and efficient management of human resources as well as improving the delivery of service at the assembly.

Finally, the study shows that, the practice of performance management at the assembly is challenged with the presence of factors like unavailability of Heads of Units, limited human resource, annual assessment, promotional assessment, absence of feedback, lack of logistics like A4 sheet, Toner and complicated appraisal form.
References


APPENDICES

APPENDIX 1:

UNIVERSITY OF GHANA

DEPARTMENT OF PUBLIC ADMINISTRATION AND HEALTH

SERVICE MANAGEMENT

INTERVIEW GUIDE FOR HUMAN RESOURCE MANAGEMENT STAFF

OBJECTIVE

This interview forms part of the data collection process on the study topic “Examining the policies and strategies for implementing performance management systems at Ada East District Assembly. The researcher is a final year MPA candidate of UG. This study is being conducted as part of the requirement for the award of MPA Degree. Please, your participation is highly valued.

Kindly note that, data generated from this interview process is solely for academic presentation and nothing else. Counting on your contribution.

Part A: Background Information of Respondent

1. Sex of respondent: 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) ……………………………………………………………………….
What is your current job position? ……………………………………………

SECTION B

1. (a) What do you know about Performance Management?
   (b) Is the system you are practicing similar to the PM system?
   (c) If yes, describe the PM system in your organization.

2. What is the PM system all about?

3. For how long has the system been in place?

4. Describe some of the policies put in place to implement a PM system in this organization?

5. Can you specifically state four (4) policies this organization has put in place to implement a PM system?

6. In your view or your own experience, state four (4) strategies this organization has put in place for successful implementation of PM system?

7. State four (4) or five (5) challenges facing the successful implementation of the PM system in this organization.

8. State four (4) or five (5) ways the Assembly can resolve these problems or challenges affecting the implementation of the PM system.
APPENDIX 2:

INTERVIEW GUIDE FOR ADMINISTRATORS, BUDGETING OFFICERS 
AND OTHER MANAGEMENT STAFF

OBJECTIVE

This interviews forms part of the data collection process on the study topic “Examining the policies and strategies for implementing performance management systems at Ada East District Assembly. The researcher is a final year MPA candidate of UG. This study is being conducted as part of the requirement for the award of MPA Degree. Please, your participation is highly valued.

Kindly note that, data generated from this interview process is solely for academic presentation and nothing else. Counting on your contributions.

Part A: Background Information of Respondent

1. Sex of respondent: 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) ..........................................................

What is your current job position? ........................................
SECTION B

1. As a member of this assembly, what system do you have for assessing employee’s performance in your organization?

2. For how long do you think this system has been in place?

3. As part of the management team of this Assembly, please state four (4) policies that have been put in place to implement the PM system.

4. In your own view, state four (4) or five (5) strategies or mechanisms the Assembly has put in place to implement PM system.

5. What successes have you chalked in this Assembly since the introduction or implementation of the PM system in this organization?

6. As a member of the management team, state four (4) or five (5) problems or challenges you are facing in the implementation of the PM system.

7. As a member of the management team, state four (4) ways or solutions for resolving some of the problems or challenges stated above.

8. In your opinion, what necessary steps can this Assembly put in place to enhance the successful implementation of the PM system?