

UNIVERSITY OF GHANA

**ASSESSING THE PROCESSES, STRATEGIES AND IMPLEMENTATION
CHALLENGES OF PERFORMANCE MANAGEMENT SYSTEM AT LA
DADE KOTOPON MUNICIPAL ASSEMBLY. (LaDMA)**

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

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DECLARATION

I do hereby declare that this work is the result of my own research and has not been presented by anyone for any academic award in this or any other university. All references used in the work have been fully acknowledged.

I bear sole responsibility for any shortcomings.

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CERTIFICATION

I hereby certify that this long essay was supervised in accordance with procedures laid down by the university.

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DATE



DEDICATION

I dedicate this work to the ALMIGHTY GOD for his grace, mercy, guidance and protection. To the AGYARKO family and finally to Divina Ernestine Elinam Eyrarn Adzo Nyasorgbor.



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I am most grateful to the ALMIGHTY GOD for what He has done and how far He has brought me. He has been my source and strength from the beginning and will forever be till the end of age. His grace and mercies hath brought me this far. My sincere appreciation to my supervisor Dr. Emmanuel Y.M. Seidu from the Department of Public Administration and Health Services Management (PAHSM) for his insightful and constructive comments without which this study would not have been a reality.

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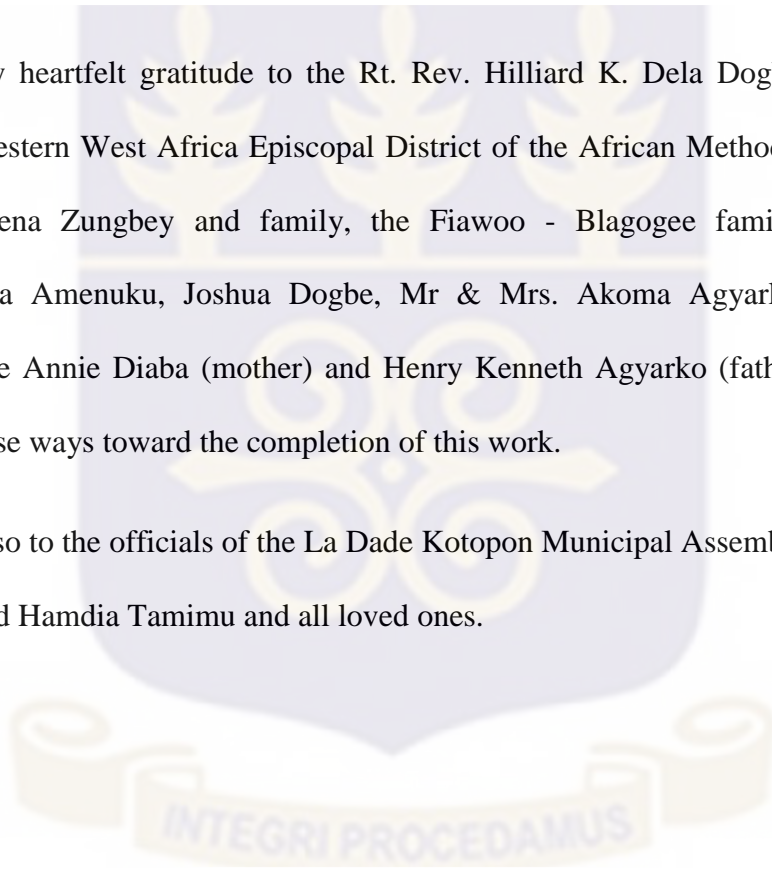


TABLE OF CONTENTS

DECLARATION.....	i
CERTIFICATION.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
LIST OF FIGURES.....	x
LIST OF ABBREVIATIONS.....	xi
ABSTRACT.....	xii
CHAPTER ONE.....	1
INTRODUCTION.....	1
1.0 Research Background.....	1
1.1 Problem Statement.....	3
1.2 General objectives.....	6
1.3 Specific objective.....	7
1.4 Research Question.....	7
1.5 Significance of the Study.....	7
1.6 Scope of Study.....	8
1.7 Organization of the Study.....	8

CHAPTER TWO	10
LITERATURE REVIEW	10
2.0 Introduction	10
2.1 The Concept of PM	10
2.2 The Concept of Performance Management World Wide.....	13
2.3 Performance management in Africa.....	14
2.4 Performance Management in Ghana.....	15
2.5 Performance Management Process	16
2.5.1 Prerequisites	17
2.5.2 Performance Planning	17
2.5.3 Performance Execution	17
2.5.4 Performance Assessment.....	18
2.5.5 Performance Review	18
2.5.6 Renewal and Re-contracting	18
2.6 Significance of Implementing PM systems.....	20
2.7 Challenges in Performance Management.....	21
2.8 The Theory Underpinning Performance Management.....	22
2.8.1 Goal-setting Theory.....	22
2.8.2 What is implementation	25

2.8.3 Policy Implementation	26
2.8.4 Implementation Theories.....	27
2.8.4.1 Top-down approach.....	27
2.8.4.2 Bottom-up approach to implementation.....	29
2.8.4.3 Synthesis approach to implementation.....	30
2.10 Conceptual Framework	31
2.11 Chapter Summary.....	34
CHAPTER THREE	36
RESEARCH METHODOLOGY	36
3.0 Introduction	36
3.1 Organizational Background and Profile.....	36
3.1.1 Geography of the Assembly.....	36
3.1.2 Political/ Administration	37
3.1.3 Economic.....	37
3.1.4 Social.....	38
3.2 Research Approach	39
3.3 Research Design.....	39
3.3 Sources of Data	40
3.4 Target Population	42
3.5 Sample Size.....	42

3.6 Sampling Techniques	43
3.7 Data Collection Instrument and Procedure	43
3.8 Data Analysis	45
3.9 Ethical Consideration	46
3.10 Chapter Summary.....	46
CHAPTER FOUR.....	48
DATA ANALYSIS AND PRESENTATION.....	48
4.0 Introduction	48
4.1 Information of Respondents	48
4.2 Processes in the implementation of Performance Management at LaDMA	49
4.2.1 Performance Planning	50
4.2.2 Performance Execution	53
4.2.3 Performance Review	54
4.3 Strategies in the implementation of Performance Management	56
4.4 Challenges in the implementation of Performance management.....	57
4.5 Critical Success Factors in the implementation of Performance Management system.....	64
4.6 Conclusion.....	68
CHAPTER FIVE	69
SUMMARY, RECOMMENDATIONS AND CONCLUSIONS	69
5.0 Introduction	69

5.1 Summary of Findings	69
5.2 Recommendations	71
5.3 Conclusion.....	73
REFERENCE.....	75
APPENDICES.....	84



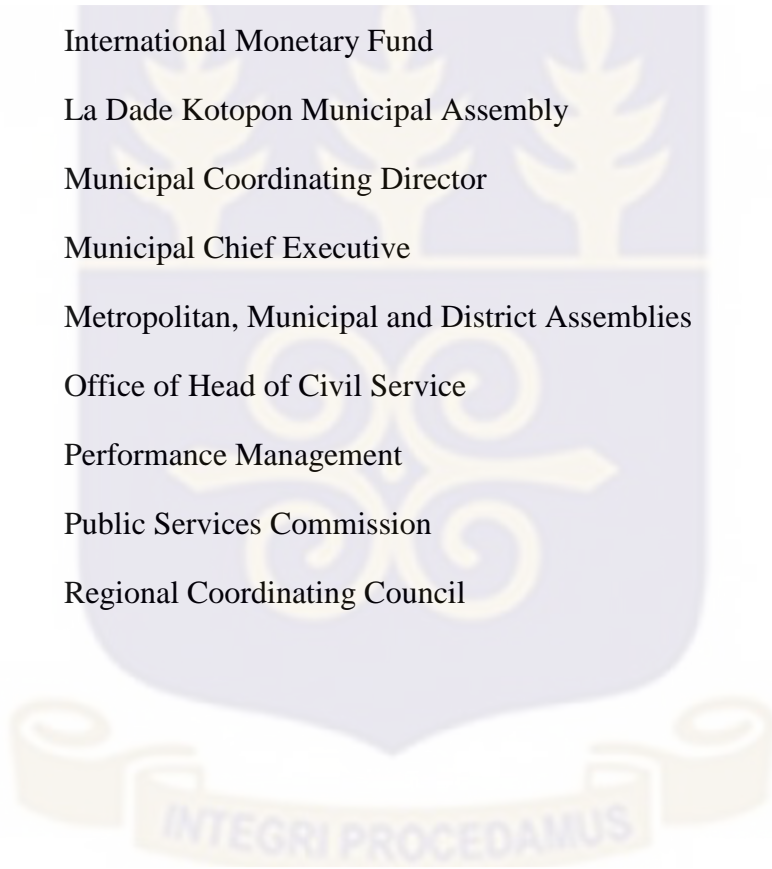
LIST OF FIGURES

Figure 1.0 Performance management process	19
Figure. 2.0 Trait relationship	24
Figure 3.0 conceptual framework	34
Figure 4.0 Map of La Dade Kotopon Municipal District Borders.....	38



LIST OF ABBREVIATIONS

CSPIP	Civil Service Performance Improvement Program
G o G	Government of Ghana
HOD	Head of Department
HR	Human Resource
I/O	Industrial/Organizational
IGF	Internally Generated Fund
IMF	International Monetary Fund
LaDMA	La Dade Kotopon Municipal Assembly
MCD	Municipal Coordinating Director
MCE	Municipal Chief Executive
MMDAs	Metropolitan, Municipal and District Assemblies
OHCS	Office of Head of Civil Service
PM	Performance Management
PSC	Public Services Commission
RCC	Regional Coordinating Council



ABSTRACT

Performance management is now a worldwide assessment tool for organizations. With the competition in the league table of best performing organizations and assemblies, it has become prudent to enforce such policies in order to realize the aims and targets of organizations and also improve performance of employees. Metropolitan, Municipal and District Assemblies (MMDAs) are no exception as they play a very important role in the country's local government system. The study assessed the processes, strategies and implementation challenges of Performance Management systems at the La Dade Kotopon Municipal Assembly of Accra. A qualitative research approach was adopted to explore the Processes, strategies and Implementation of the performance management system. A case study was used as the specific design. A purposive and convenience sampling was used to arrive at thirty (30) participants and respondents which included heads of departments and employees. Findings of the study revealed that, the assembly used a combined system namely performance management and appraisal system but employees were much familiar with the latter (performance appraisal) since that has been used from time immemorial. It was also realized that employees used performance appraisal for the purposes of promotion. The study also found out that the involvement of employees during the performance appraisal was very minimal while the busy nature of supervisors resulted to the low commitment of employees. The study came to a conclusion that though there has been some success chalked, the assembly could achieve more if it creates an environment where all employees will be included with the right flow of communication and the interest at heart with none being sidelined, greater achievements will continuously be a hallmark.

CHAPTER ONE

INTRODUCTION

With the democratic and decentralization reforms, various countries have moved responsibilities of the management of performance to Local Government institutes with some having Central Government to only supervise as the localities drive their own wheels of performance management (PM). These institutions are faced with the challenge of ensuring that there is an effective and efficient Performance Management to help in the betterment of the performance of employees and also achieve stated aims or goals. Lack of education and training for employees has really narrowed the purpose of performance management in the activities of local governments. This study aimed at assessing the processes and strategies used in the performance management and the challenges in the implementation of the system.

The chapter presents the research background, problem statement, study objectives, research questions, significance of the study, scope and organization of the study.

1.0 Research Background

Performance management has evolved from the rating of value to a bigger process combined with disciplines such as the management of career, development, talent and training among others. Performance management enables all employees to align individual goals with organizational goals.

“As regards the public sector, performance at both the local and national levels have attracted enough attention by scholars and practitioners considering the fact that it plays a substantial role

in public management, public governance, academics and public policy development” (Bawole et al., 2013; Van Dooren, Bouckaert, & Halligan, 2015).

It refers to the total behavior and results which cannot be viewed separately. This attest to the fact that performance management is dependent on organizational context and varies from one organization to the other. This suggests performance management then is about all an organization sets to do, that is, communicating the organization’s vision to all employees, target setting, appraisal procedures and employee training and development. “There is a great impact on organizations when employee performance is improved.” (Aguinis, 2007; Cascio, 2006).

Baron and Armstrong (2009: 618) “a systematic process for improving organizational performance by developing the performance of individuals and teams.” This connotes “strategy which relates to every activity of the organization set in the context of its human resource policies, culture, style and communication systems”. This strategy depends on the context of the organization and differs from one organization to the other.

PM therefore is a continuous exercise which involves “identifying, measuring, and developing the performance of individuals and teams and aligning performance with the strategic goals of the organization” (Aguinis, 2013).

The activity involves the clarification of expectations to facilitate the setting of objectives, realizing, giving feedback and the evaluation of results within a given period. According to Waal (2010), the major aims of PM in the public sector are to make objectives clear while using resources to improve performance and productivity of workers. In the same vain, Accenture (2010) indicates that having and using PM has a tendency of increasing the efficiency of government agencies and institutions. This brings about the importance of PM in ensuring

effectiveness of local government institutions and agencies such as the Metropolitan, Municipal and District Assemblies. In this regard PM has not only become an integral part in terms of the management of many local governments but also it is widely acknowledged and used as an effective managerial tool (Woolum, 2011).

Organizational performance is not driven alone by HR practices, but rather, contribute to developing individuals who are committed, able and motivated and when given opportunities are likely to demonstrate explicit performance which is key to fulfill their job requirements. Many institutions and organizations have systems known as PM but such systems represent performance appraisal which places emphasis on assessing employees without taking cognizance of how to improve employees' performance in the future. In this regard, this study will throw more light on the processes, strategies and implementation challenges and critical success factors of performance management systems from employees' and supervisors' perspective.

1.1 Problem Statement

Performance Management (PM) plays a vital role in local government administration and particularly in Metropolitan, Municipal and District Assemblies. As a result, local governments have embraced the concept of performance management with regard to achieving better organizational results.

A well implemented Performance management has numerous benefits for organizational effectiveness. Aguinis (2013) outlines the importance of performance management globally to organizations as: increase to motivation and self-esteem, insight about subordinates gained by managers, definition and criteria pertaining to performances are made simple, development of self-insight, fair and candid administrative actions, clarity of organizational goals, competency of

employees, minimized misconduct, ample lawsuits protection, timely differentiation of performers that are of good quality and otherwise, clarity in the communication of supervisors' views, facilitation of organizational change, motivation, devotion, and purpose to exist in the organization is enhanced and employee engagement amplified. Some organizations adopt Performance Management in order to increase competition, survive and make profits so as to achieve the goals and objectives of their shareholders with other key stakeholders.

A study by Dzimbiri, (2008) indicated that effective Performance management helps in the improvement in service delivery, high motivation and increase morale of managers. It equips supervisors with more distinct ways to control and improve performances in rendering service in various units; performance management enhances aim and directives in departments as it brings to bare priority roles in delivering development plans. It again helps in the formulation of achievable goals and aspirations and to justify requirement for budget and funding.

Tenakwah, (2015) “discovered that organizations which have formal and deliberate PM frameworks are 51% inclined to outrun those of financial performance and 41% more active to outrun those with respect to other results which includes the loyalty of customers, retention of employees and other important measurements. It suggests, if organizations such as Municipal assemblies implement the right PM system, it is likely that performance will be enhanced taking cognizance of the huge developmental responsibilities they are to achieve”.

Consequently, organizations in the public sector are increasingly coming under pressure to provide quality service to their clients and also be able to meet the goals of their organizations. In this regard, Metropolitan, Municipal and District Assemblies are subject to stiff competition every year to justify their existence in the league table of best performing Assemblies. It is in

this context that the La Dade Kotopon Municipal Assembly has come under pressure to ensure that employees are able to deliver for the Assembly to be competitive and be able to meet the goals and aspirations of the people of La. In the current dispensation PM is very critical for the survival and profitability of organizations such as Metropolitan, Municipal and District Assemblies (MMDA's) considering the fact that employee performance is what helps organizations achieve their goals and objectives. In this regard many public organizations in Ghana including MMDA's are adapting to PM systems in order to intensify the performance of employees and its effectiveness with respect to such organizations.

La Dade Kotopon Municipal Assembly is one such an organization. The Assembly was created in June 2012 with its capital located at La in the Greater Accra Region of Ghana. Since its creation, management of the Assembly initiated how PM is to be implemented in order to achieve various goals with its objectives as spelt out in the Assembly's strategic plan. With the introduction of the PM system, the Assembly seeks to achieve improvement in service delivery, accurate focus and direction in developments, effectively deliver developmental plans and to justify budget and funding requirements.

With the introduction of the PM system, there have been some key achievements which includes, efficient service delivery to the community in terms of health and education, time bound implementation of policies, effective mobilization of revenue among others.

While the Assembly can boast of some achievements since its establishment, there is still so much that needs to be achieved. There are number of challenges or problems affecting PM system's implementation in the Assembly. These challenges make it difficult for the Assembly to realize and fully achieve its stated goals in its operation, thereby reducing the efficiency of the

Assembly. Some challenges identified include, low responsibility by top authorities, lack of training and social issues. It was also observed that since the introduction of the PM system, employees are grumbling and not happy with the way the PM system is working as a result of poor strategies used in the implementation. As a result of these challenges, the Assembly is not able to realize the full objectives of the PM system.

This confirms Ohemeng (2009) “despite efforts, the consensus is that PM has not made outrageous contribution to organizational effectiveness and coherence in Ghana which in the case of Africa is not that different”. As a result of these challenges, the Assembly is not able to realize its full objectives of the PM system.

It is in line with the foregoing that this study is being undertaken to assess the processes, strategies and implementation challenges facing the Assembly with regards to the implementation of the PM system.

Another reason why this study is being undertaken is because of the slow pace at which the PM system is working. The Assembly through the introduction of the PM system could enhance employees’ performance in an effective way. However, because of the nature the implementation is being undertaken, management is not enthused. Hence, this research to address some of the issues impeding the smooth implementation of the PM system in the Assembly.

1.2 General objectives

General objective is to find out the processes, strategies and challenges in implementation of PM systems as pertains the civil and local services of Ghana with specific reference to La Dade Kotopon Municipal Assembly.

1.3 Specific objective

The research addresses specific objectives:

1. Identify processes in the implementation of Performance Management system at LaDMA.
2. Investigate strategies in the implementation of Performance Management system at LaDMA.
3. Examine challenges in the implementation of Performance Management system at LaDMA.
4. Examine critical success factors in the Performance Management system at LaDMA.

1.4 Research Question

In relation to the stated objectives, questions were designed to guide the study:

1. What are the processes for the implementation of Performance Management system at LaDMA?
2. What are the strategies of Performance Management system at LaDMA?
3. What are the challenges in the implementation of Performance Management system at LaDMA?
4. What are the critical success factors in the implementation of Performance Management system at LaDMA?

1.5 Significance of the Study

Significance of the study is in three aspects. This research will help shape policy with regards to implementing PM in the public domain, in that the public sector will be familiar in using PM in

improving upon its performance in the delivery of their services and mandate and arrive at desirable outcomes.

This study will also help identify good strategies to be adopted when implementing PM in municipal assemblies, in that there will be coherence in the use of practical strategies in implementing PM which will result in best outcomes. This study will help Metropolitan, Municipal and District Assembly's (MMDA's) to review their policies on how performance management can be implemented to bring about best results in their organizations, departments and agencies by making good use of new and existing policies to improve upon performance management.

Recommendations from this research will be useful to serve as a guide and reference to directors and managers in MMDA's with regards to how employees' performance should be managed.

1.6 Scope of Study

The study was limited to the processes, strategies, implementation challenges and critical success factors of performance management on the organizational level at the La Dade Kotopon Municipal Assembly in Accra.

1.7 Organization of the Study

The study was arranged in five major chapters. The First chapter gives an overview. It comprises introduction, study background, problem statement, objectives, research questions, significance, scope and organization. Chapter Two explores the review of related literature in the field of Performance management, theoretical and conceptual framework. It throws more light on the Goal Setting Theory and implementation models as regards the objectives of the study. Chapter

Three places emphasis on the methodology for the study and the collection of data for the study. It comprises research approach, design, sources of data, target population, sample size, sampling, data collection instrument and procedure, analysis and ethical considerations. Chapter Four analyses the data collected and it is presented. This chapter transcribes interviews granted. The analysis was done with regard to the literature reviewed and the study objectives. Chapter Five gives summary of the findings, conclusion and recommendations of the study. Recommendations were proposed on how the assembly could achieve more taking a clue from the findings.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter discusses in details processes, strategies, implementation challenges and critical success factors of PM systems with particular reference to the La Dade Kotopon Municipal assembly. It begins with the concept of PM worldwide, in Africa and finally Ghana. The study further reviews literature on the PM process, benefits and challenges, then goal-setting theory, performance management policy and then finally on performance management implementation theories.

2.1 The Concept of PM

According to Armstrong and Baron (2002:169) ‘‘Performance management can be defined as a strategic and integrated approach to delivering sustained success to organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors’’. In other terms, Performance Management is differently defined by various scholars. People understand the term as to mean appraisal process while others as issues relating to performance or as still development and training (Budworth & Mann, 2011; Cascio & Aguinis, 2008; Armstrong & Baron, 2005). In effect, various definitions from several scholars have been discussed.

Armstrong and Baron (2005:2), sees PM ‘‘as a natural process of management that contributes to the effective management of individuals and teams to achieve high levels of organizational performance. As such, it establishes shared understanding about what is to be achieved and an approach to leading and developing people which will ensure that it is achieved’’. According to

Halachmi (2005), performance management “is about assuring a greater likelihood for reaching desired outcomes by addressing issues that have to do with the business process that is expected to generate the sought after results, the organizational and environmental contexts in which these process and outcomes take place and the involved behaviors of various stakeholders”. Performance Management Systems depends on performance reviews in making decisions on performance related pay, so as individual or team development plans. It uses a process which measures outputs in the form of performance delivered as compared to expectations which are expressed as goals, targets, standards and indicators of performances. (Henekom et al. 1987; Armstrong 2003; Hughes 2003).

While PM is regarded in some governments as a tool for capacity-enhancing system that compels performance improvement, it could be seen in others broadly as management philosophy, a distinct organizational culture, or the manifestation of performance leadership. (Behn 2006; Moynihan 2005, 2008; Sanger 2008, 2013; Moynihan & Pandey 2010). As cited in (David A., Ellen L., & Jordan J. 2013). PM according to some practitioners is seen as a tool. Moynihan and Landuyt (2009), postulate that several PM initiatives focus on system development ‘to store, gather and interpret data’. Van Dooren, Bouckaert and Halligan (2010: 183) opine, these systems often follow ‘machine-based engineering logic’ to bring out PM that is bureaucratic and formal’. Behn (2006, 4). “We have sought to create government-wide schemes that will somehow require performance from all departments, agencies, and bureaus. Thus, we have tended to ignore the leadership question and, instead, focused on system questions: How can we compel, command, or coerce public agencies into improving their performance”? According to Fowler (1990) PM is a natural process of managing which has to do with external and internal vicinity. To Jones

(1995), the context is very important and he postulates that the context should be managed and not the performance.

Bredrup and Bredrup (1995) see PM as comprising three basic stages; planning, improving and review, these three could be applied to managing of performance at all stages. Ainsworth and Smith (1993), proposes a three-way cycle; planning, assessment and corrective and adaptive consensus action through mutual feedback. Guinn (1987), also advocated a three-way step; plan, manage and appraise. Torrington and Hall (1995), likewise, make mention of three levels; plan, support and review. Conversant in these write ups is the notion of how superiors and subordinates must have a shared idea of expectations, be involved and participate towards the realization of organizational goals.

Farr (1993) postulates ‘‘feedback arrived at on day-to-day basis is very important than that of annual as regards its impact on attitudes and work performance’’. Taylor et al. (1984) propose, for closer agreement over performance standards, it should be done through a regular feedback between subordinates and superiors. A problem-solving approach is one that relies on performance which also is a means by which managers exhibit their supportiveness which is in line with an approach to coaching. (Whetten et al., 1994).

Studying developed and developing countries, Sacht (2002) identified, achieving organizations view PM as an ongoing, dynamic processes which aides such organizations realize goals as it ensures employees attention on high-payoffs ways which adds up to performance. It also added that PM was adhered to in order to reinforce competencies for performance development. Gabris et al. (2000) conclude based on the results of a survey that there is a change in attitude from

before to after implementation of PM systems. In his findings, leader's credibility and motivation of superiors deepens the acceptance of PM by employees.

Bevan and Thompson (1991) conclude, that the main essence of PM is to facilitate various components by integration of human resource management which happens to be close with objectives of business organization.

According to Aguinis, (2013), performance management is “continuous process of identifying, measuring, and developing the performance of individuals and teams and aligning performance with strategic goals of the organization”. To achieve objectives of this study, Aguinis' definition of PM will be appropriate for the study. Conclusions arrived at informs that PM is a cyclical process which is unending and can be implemented easily. In essence, it is evident that in achieving objectives there must be attentiveness of PM system.

2.2 The Concept of Performance Management World Wide

Organizations across the world implement diverse forms of PM systems. In Mexico, PM was popular since 1970's and such systems have similarities when compared to that of the US. It informs that implementations of PM systems in these countries are similar. In the United Kingdom, PM is gaining increased form and importance with respect to total rewards and talent management. In UK, performance management is a known practice in organizations which influences societal issues as politics and legal trends. In France, one main challenge of PM has to do with the legal requirement which is to invest in development and training of employees while with Germany, PM suffers from long-term practice of employment relationship. In the case of India, with their style of PM, supervisors are seen as coaches rather than bosses.

From the founders of socialist state (China) in 1949 till 1980's, PM emphasized mostly attendance and skills, but in the 1980's PMs expanded to take cognizance of broader set of behaviors as well as relationships. Another means for successful implementation included respect for age, seniority and social harmony. In the case of South Korea, work relationships tend to be hierarchical in nature and much emphasis is placed on groups' importance over individualism. Establishing democratic government, there has been a shift from traditional cultural values to merit-based system and this is currently the challenge the country faces.

In Japan PM emphasizes more of behaviors to the detriment of results. That is to say that, they are more interested in what behaviors to put up in order to elicit results. In Australia, there has been a paradigm shift from manufacturing to service. Australia's framework is similar to UK and US. This move considers equal opportunity and due process for all.

With respect to discussions above, it is evident PM is seen and practiced around the world. It talks about a common challenge and that is to aligning personal and corporate goals to enhance performance.

2.3 Performance management in Africa

The introduction of the PMS in Zimbabwe and other countries in Africa has been identified by quality improvement as a concern of a huge degree for efficiency and accountability as a way to improve professional teachers (Zigora and Chigwamba 2000). From African perspective, Zimbabwe, Sallis (2002), perceives PM as "...a set of policies which are interlocked with practices and have its focus on organizational achievement enhanced via concentrating on the performance of individuals". In his quest to improve efficiency, performance, effectiveness and accountability of the public sector, governments adopt varieties of reforms of which the basic is

PM. A study by Dzimbiri (2008) indicated that Botswana after the attainment of independence established its National Development Plan (NDPC) which has worked as instrument to guide in delivering effective Performance Management Systems services to the nation although there are few challenges.

2.4 Performance Management in Ghana

In Ghana, the initiation of a post-independence national development project was supported by an administrative framework inherited from the colonial authority. The civil service was supposed to lead the drive in the formulation of policies of government and programs to stimulate growth and development. (Bawole et al., 2013). This explains that the Civil service was supposed to be top implementers of policies of government without hitches. After independence in 1957, attempts to build a national civil service saw the establishment of regional administrative institutions, parastatal agencies, quasi-government departments and state enterprises, and even though their inherent weaknesses at birth sowed the seed of sluggish administrative performance. It is therefore not surprising that recent attempts to modernize the civil service have raised several concerns over the appropriateness of organizational design, structures, human resource and financial requirements coupled with essential administrative competences needed for the development of performance functions (Ayee, 2001; Wunsch, 2001). A study by Ayee and Haruna (2001) indicated that in the early 1980's, political and economic crises that engulfed the country left the civil service in complete disarray, opening the gates for donors (World Bank, IMF) to support public sector reform programs initiated by the government.

The civil service was really infested with administrative parasites as excessive bureaucratic processes and inhibitive rules and regulations, lack of clear policy direction, poor work ethics,

low morale, and lack of professional discipline and integrity; centralization of powers, over-staffing, and the proliferation of ghost employees that stretched the governments' wage bill; and corruption and a lack of performance incentives (Owusu, 2006; Ohemeng, 2009). These led to the adoption of strategies such as retrenchment of staff (Haruna, 2003) and some minimal decentralization of authority in the civil service.

Subsequently, there was the birth of a new civil service law, 1993 (Act 327) then introduction of a civil service performance improvement program (CSPIP) under the national Institutional Renewal Program and this was to attempt to salvage the sinking image of the civil service. (Ayee, 2001; Antwi et al., 2008). In the new administrative regime (at the dawn of the 4th Republican Constitution in 1993) had a renewed focus directed towards the introduction and development of human resource capacities aimed at strengthening public management. The office of head of civil service (OHCS) was rejuvenated so as to provide leadership to civil service, overseen by a Civil Service Council and under the supervision of the Public Services Commission (PSC). Employee recruitment was made the preserve of the OHCS, whereas promotions and sanctions were supervised by the PSC. At the ministerial level under the new dispensation, the administrative machinery is headed by a Chief Director, who is the most senior civil servant and advisor to the sector minister. Chief Directors have oversight responsibility over directorates, and directors of departments as well as unit heads. (Bawole et.al, 2013).

2.5 Performance Management Process

As presented extensively by Aguinis (2013) PM is a continuous process which does not last in just a year. It is an unending stage which involves various parts which are related. Implementing any one of the stages poorly tends to have a dull influence on the entire system. Processes used

in PM comprises six parts which are interrelated; prerequisites, planning, execution, assessment, review, and renewal and re-contracting of performance.

2.5.1 Prerequisites

This first phase comprises two sub themes; first, organization's knowledge of strategic goals and missions. This knowledge permits employees make contributions which is intended to have constructive impact on the organization. Second, is about knowledge of the job in question. This leads to the job analysis which determines key components for a job that is tasks that needs to be achieved, how and what (knowledge, skills and abilities).

2.5.2 Performance Planning

This second phase which has to do with planning involves considering the results and behavior and the developmental plan. It discusses the needed results which involves real accountability its specific objectives and standards of performance. Here, it discusses behaviors needed which include knowledge, skills and abilities. It finally involves the development plan which describes areas needed for improvement and achievement of goals.

2.5.3 Performance Execution

With execution, it is the responsibility of the superior and the subordinate. The subordinate should be committed to achieving goals and be active in ascertaining feedback from a superior. It is the main responsibility of the subordinate to freely and subsequently communicate with superiors. It is the superior's responsibility to document and observe performance of subordinate and giving an update on changes in organizational goals as well as reinforcement and resources such that employees can be motivated to give off their best.

2.5.4 Performance Assessment

Subordinate and superior must assess the performance of subordinates. Subordinates involvement add up to their ownership and commitment. This also helps to give relevant information which could be discussed when performance review is ongoing. The absence of self-appraisal affects supervisors since it becomes difficult for them to ascertain whether subordinates have a better understanding of what is expected.

2.5.5 Performance Review

This phase comes to light when superiors and subordinates converge to discuss how the performance of subordinates. This is what is referred to as appraisal. The meeting places emphasis on the past as pertains to what the subordinate did during the process. Effective appraisal meeting places emphasis on the present and future occurrences. Present takes cognizance of compensation which could result from acquired results while the future discusses developmental goals and plans that subordinates must achieve before the next session of review.

2.5.6 Renewal and Re-contracting

This is the last of the stages. Although the stage looks familiar to that of planning, this component makes use of information collected during the era of review in making adjustments. At times, some competencies and accountabilities are included. Adversely, goals are either adjusted upward or downward.

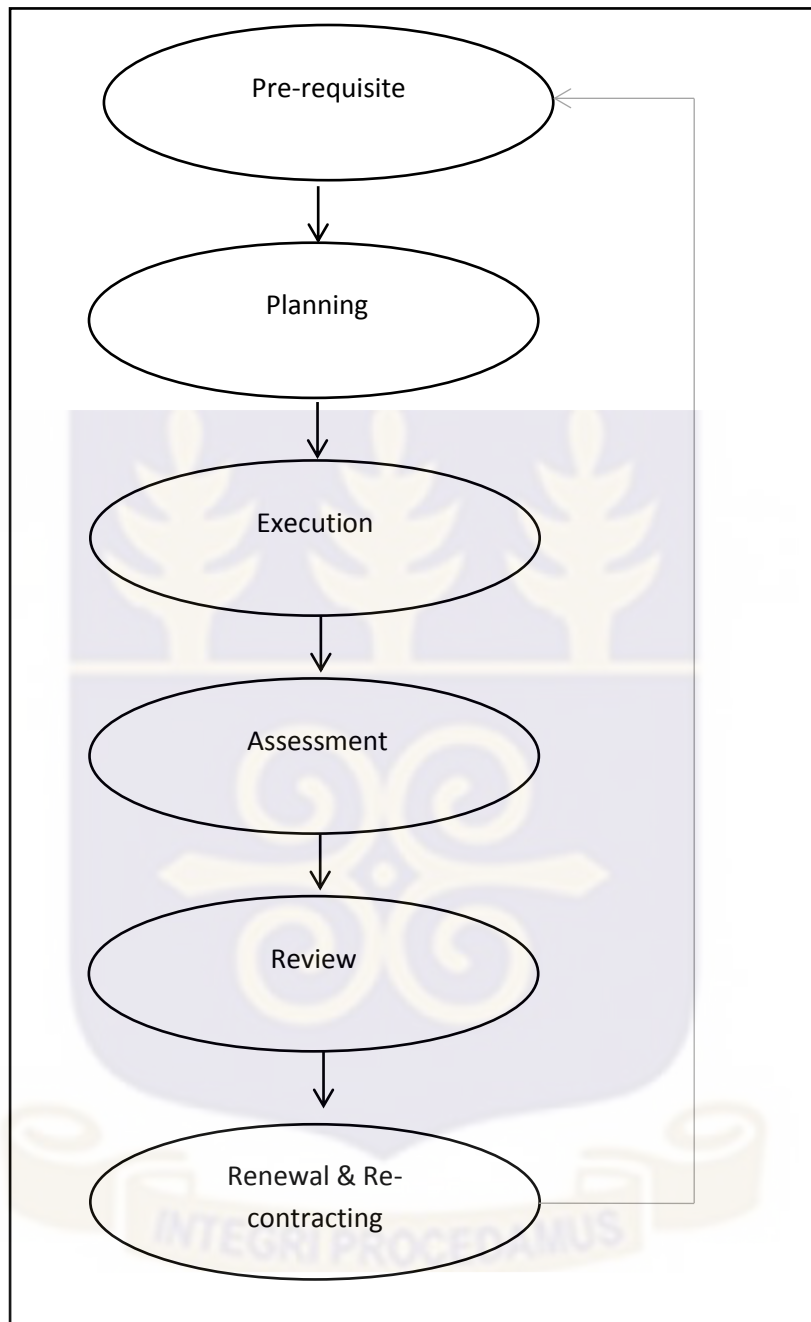


Figure 1.0 Performance management process

Source (Aguinis, 2013)

2.6 Significance of Implementing PM systems

Studies have identified various benefits affixed PM's implementation in organizations. Amaratunga, Baldry & Marjan, (2001), PM involves "the use of performance measurement information to effect positive change in organizational cultures, systems and processes, by helping to set agreed upon performance goals, allocating and prioritizing resources, informing managers to either confirm or change current policy or directions to meet those goals and sharing results of performance in pursuing goals". The implication is that superiors take effective decisions.

Lawson et al. (2003), investigated 150 organizations. Sixty six percent agreed that real benefits were derived from the use of PM system. It also came out that the use of PM system caused subordinates to be very mindful of organizations objectives and strategy, and enables the right commitment to employees and helps in the adequacy and development advances. (Adhikari, 2010). Armstrong (2008) postulates, using PM alerts a change in workers performance and adds to workers' and organizations' capacity. Mathis and Jackson (2005), organizations consistently uses PM system to stimulate workers; this process motivates employees by their desires and gives feedback on employees' advancement. Armstrong-Stassen and Cameron (2003) additionally opines, to see employees discharge their duties amounts to greater achievement and assurance of turnover of workers. PM involves disseminating information that is casual and formal to workers.

One of the important parts of PM is appraisal. This is identified as an orderly way to examine the performance of workers and also gives oral criticism to workers on regular basis. The formal way is used to add up to the casual feedback which is continuous and used by organizations, giving feedback is used for improvement (Cameron, 1982). Hand full of organizations actualizes

PM systems since it aide organizations to boost their aggressiveness and also to tune to external changes (Chau, 2008; Cocca & Alberti, 2010). In totality, PM is a tool for enhancement in delivering services in public sectors across the world.

Bartlett (2000) and Bell (1988) identify clear comprehension of the expectations of work, consistency of feedback, guidance and ways of improvement and award for candid performance as four fundamentals of PM systems needed.

2.7 Challenges in Performance Management

With the various good sides attached to the enforcement of PM, there exist a number of problems to organizations. Amidst some problems are top management's responsibility is low, limited training, obstruction and social issues. According to Ohemeng 2009; de Waal 2007; Mendonca and Kanungo, 1996, there are no awards for employees who performed exceptionally, hence commitment is not to its fullest and there are limitations in terms of money and systems of bureaucracy. de Waal (2007) postulates that organizational culture with convictions of superior and lack of skill does not make plans and its execution feasible.

de Waal and Counet (2008) exhibits the displeasure state of PM systems has deteriorated in the past from seventy percent to fifty six percent and further problems encountered by organizations are; nonexistence of key duties of administration, nonexistence of performance culture, the abandoning of PM after relevant change; superiors placing minimal usage need, Behn (2005) opines, "managers implement a performance system with rules and regulations and then leave it to run, rather than take a hands-on operational approach, and use leadership skills to motivate people to produce more, or better, or more consequential results that are valued by citizens".

Khan, Ishaq, Nawaz and Hussain (2013), recognizes some challenges hindering organizations in Pakistan as resources which are insufficient, non-clarity of goals, bad attitudes, limitedness of key performance indicators, management change processes among others. From the foregoing, it is clear that both private and public organizations experience problems in implementing PM systems.

2.8 The Theory Underpinning Performance Management

2.8.1 Goal-setting Theory

Locke and Latham, (1990, 2002) developed the goal-setting theory in an industrial/organizational (I/O) psychology for a period of 25 years with emphasis on about four hundred field and laboratory results. Through the studies, it was identified that giant goals translates to giant task performance as compared to easy goals. When individuals are committed to achieve goals, such individuals are motivated towards its achievement. There exist a correlation between the difficulty of goals and its performance. Since goals represent valued outcomes for the future.

Since goals set the basic measure for its satisfaction, it is related to affect such goals. Difficult goals enables a committed one to be motivated and pushes one to acquire more to be satisfied as compared to easy goals. There is joy from employees upon the achievement of realistic and appropriate goals.

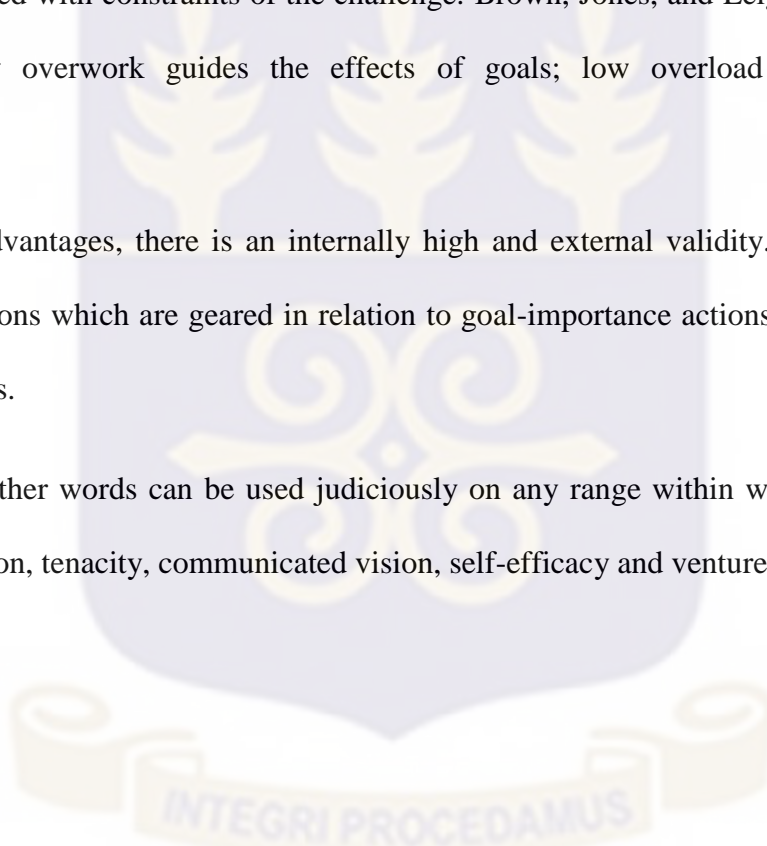
According to Binswanger (1991). “No matter the latent and fulfilled actions, deliberate motivation hinders performance and job satisfaction”. This becomes a truism for individuals who want to be resourceful and active. As Bandura (1997) opines, individuals carry the power to be fully engaged and control lives of people via relevant thoughts which involves the choice to make use of their latent and conscious power to transform aims and avoid any falsehood.

The four main tools under this theory are; higher goals translate to same higher efforts. Goals motivate individuals in the usage of known abilities and direct task-relevant knowledge through to awareness.

Basic facilitator of goal setting is feedback that is needed in our quest to follow their success. Dedication to goal which is improved by self-efficacy which identifies the importance of goals, the complex nature of the task to the extent that task knowledge is more difficult in its acquisition coupled with constraints of the challenge. Brown, Jones, and Leigh (2005) identified that unnecessary overwork guides the effects of goals; low overload of goals affected performance.

As one of the advantages, there is an internally high and external validity. Also, Goals move attempts and actions which are geared in relation to goal-importance actions at the detriment of unrealistic actions.

Goal setting in other words can be used judiciously on any range within which there is power over result. Passion, tenacity, communicated vision, self-efficacy and venture growth.



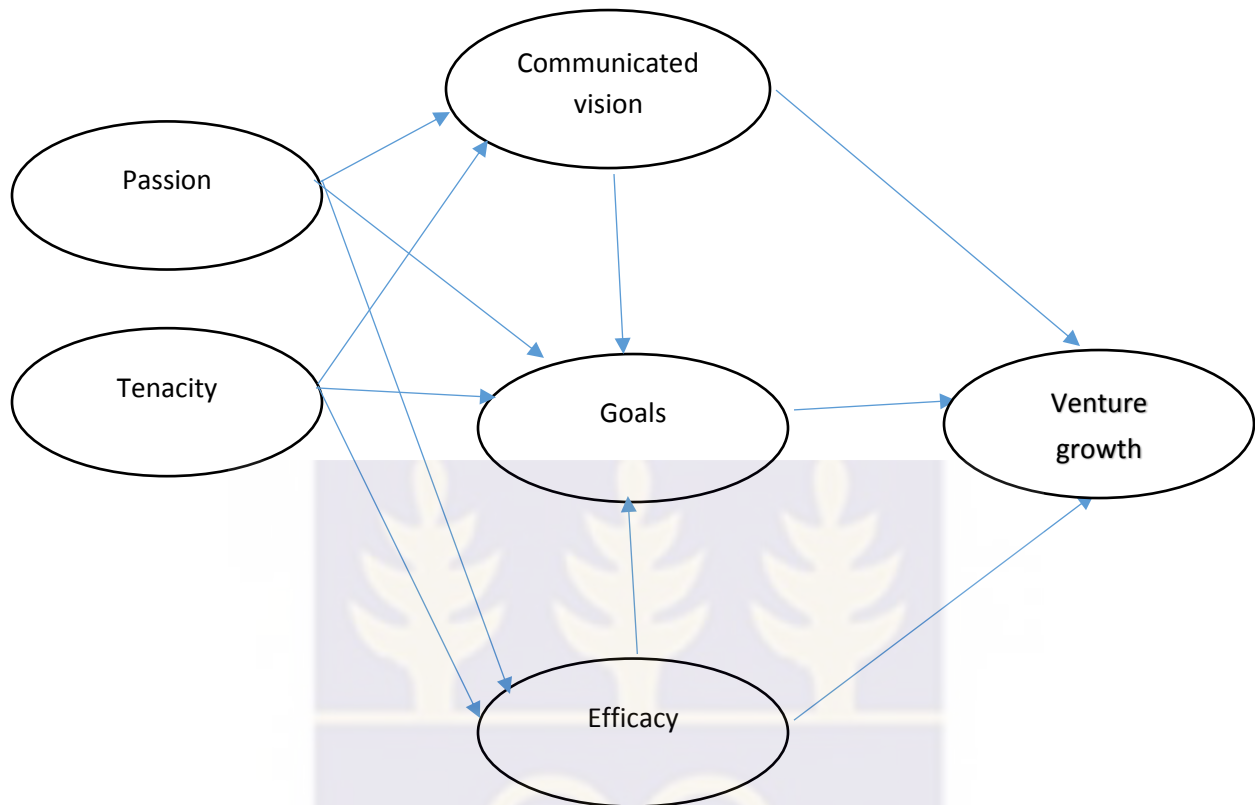


Figure. 2.0 Trait relationship

Source: Baum & Locke (2004)

For goal setting to be successive, it leans on being mindful of moderators and mediators to ascertain applicability and efficacy. Since the theory of goal setting is open, it has no limit with respect to the number of discoveries that can be arrived at. Dossett and Mitchel (1978) realized that workers are able to set high goals and achieve good outcomes when they are permitted to be part of the goal setting process as compared to workers who are assigned goals by their bosses. That is to say that high goals lead to high outcomes.

Specifying goals does not really result in high outcomes of performance in that goals that are specified, has some level of difficulty. That notwithstanding, the specificity of goal does not always translate to high performance, although performance can be highly controlled, the

specificity of goals reduces its abstractness of what must be achieved (Harrison et. al, 1989). Another weakness of this theory is unrealistic goals which tend to be specific does not always result in good performance just by motivating workers to put up their best (Latham & Seijts, 2001). Performance leveled off or decreased only if there is no absolute commitment. (Zidon & Evez, 1984).

The research is hinged on the theory of goal setting as propounded by Latham and Locke. To them, goal setting for workers gives a clear path which is directed by behaviors and actions which amounts to performance being improved. According to Mullins, (2005), setting of goal is dependent on the notion that workers efforts in an institution can be influenced by the kind of goals which is chosen by workers (Latham, 2004). So many obligations are essential for goals to be achieved of which some are accepting and dedication of goal, specific, cumbersomeness and feedback. In this regard, this theory will be very applicable since it will consider the efforts of employees and management within the La Dade Kotopon Municipal assembly.

2.8.2 What is implementation

Wildavsky and Pressman (1977) see implementation to be an aspect of a general program which follows the beginning of goal setting, reaching a consensus and being devoted. In other words, to fulfill a particular policy. According to them it is an error to separate policy from its implementation. In implementing the objectives of policy, it includes building blocks of causes amidst basic conditionalities and what will happen in the future. They then see implementation as the means to create other links in the building blocks in order to arrive at a tangible outcome. In this sense, implementation lies on what is known as “the complexity of joint action.”

Bardach (1977), sees implementation as a game system. To him, the steps to implementation has to do with gathering the various things needed to bring out a definite result and the turning

around of loosened games which are related such that variables are given to the program on definite terms. Amidst such games are resources diversion, goal deflection, energies dissolving and administration of predicament.

Though, scholars have tried to define implementation, Van Meter and Van Horn's appeal to the study "policy implementation encompasses those actions by public and private individuals (or groups) that affect the achievement of objectives set forth in prior policy decisions."

"studying policy implementation suggests an effort to describe and explain the process by which policies are transformed into public services, directs attention to the process of delivering public services ... and provides explanations for the realization or non-realization of program objectives." rounding off, Van Horn and Van Meter (1977) puts some key facts about implementation:

- Policy origin tells its implementation.
- There could be influence in the agency of implementation.
- There could be effects of arrangements of government on implementation (as in the case of federalism).
- Effective implementation must be congruent with feedback from administration.
- 'Joint action of complexity' is dent on implementation.
- Various maneuvering when implementing.

2.8.3 Policy Implementation

Policy implementation has evolved over decades. Many scholars have talked about it. Barrett (2004:254) outlines some highlights as regard policy implementation as; First generation approaches focused on a "top-down" "government knows best". It proposed there is tendency

for understanding the implementation by considering the particular goal and means used in its achievement. Research focused gap identified within goals that are made by formulators of policies and the result of such policies. Bottom-up approach was used in the second generation. This explains that implementation is understood when it is started at the lowest phase and then moves upwards which yields in its success. The third generation studies proposed hybrid theories that combine the best of both approaches (Evans 2008, Birkland 2005:182; Bardach 1977; Sabatier 1986).

From the above argument, it can clearly be seen that there is no single or best method of the implementation of policies. Therefore, it becomes essential for implementers to be cognizance of ways to arrive at the implementation of policies.

2.8.4 Implementation Theories

2.8.4.1 Top-down approach

This method can also be called rational model system. Pressman and Wildavsky in 1973 in one of their implementation studies argued that a well-supported employment program implemented in the States failed in delivering the intended outcomes. Sharp (1985:364) as seen in (Mthethwa, 2017) argues that it is when systems which are not susceptible to control slippage is the one that strategy initiator and the one to execute is the same. When there is division of labor then there is a gap in implementation. Van Horn and Van Meter (1975) assert that when implementation is thoughtful, it assess factors that adds up to the realization of objectives of policies. It should be noted that the facet of implementation does not start till objectives and goals have been achieved by initial decisions of policies. It happens after there has been a move in legislation.

With regards to the view above, implementation becomes evident only when there is a formulation of policy. This approach of top-down which bases on presumption of policy that is controlled at the highest or apex level of decision-making and communicated down through the hierarchy to the implementers at the lower level in the hierarchy of the institution. (Jordan 1995:5).

The approach of top-down emphasizes honesty by which implementing adhere to the makers of policies intent (Sabatier 1986). This strategy is characterized by its ranking and authoritative subjects. Its basic reason is meant to enhance conduct that is to realize the organization's goals (Brynard 2007:37; Jordan 1995:6). Supporters of a top-down approach are motivated by the need to give direction to formulators of policies as to how strategies can be implemented successfully. With this, prescriptions for successful implementation are based on involving those at the lower level, and minimizing external interference by creating clear policies with precise guidelines for the implementation process favored by top management (Ham & Hill 1993:101).

Authors who support a top-down approach identify six processes that can be used for policy implementation (Mazmania and Sabatier 1983:22, 1980:542).

- Clarity and consistency of objectives of policies;
- Correctness of assumptions embedded in policies;
- Sufficiency of administrative and legal structures to maintain discretion;
- Dedicated and skilled agents in implementation;
- Interest groups support;
- Disruption of socio-economic issues and turbulence.

These authors argue that ‘when these steps are achieved, implementation will be effective’ (Sabatier & Mazmanian 1970:490). Though these authors maintain that guidelines need to be followed for successful implementation, it is not always possible to do so.

2.8.4.2 Bottom-up approach to implementation

Studies developed by second generation came up with bottom up strategy an assessment of the top down strategy. Bottom up strategy contends for people to implement to adopt means to come to terms to address their views and wants. (Musheno and Palumbo 1990:31; Elmore1985:63, Palumbo, Maynard-Moody and Wright 1984:55). People who implement this strategy can be seen as bureaucrats at the street level (Brodlkin, 2000:1), want to realize greater alignment in between making and delivery of policy. Researchers and theorists reconsidered top-down approaches, and it transpired that the proponents of top-down approaches had overestimated the importance of the governmental programme upon which such approaches focused, and neglected the real power for implementing agents (Sabatier 1986:45). Parsons (1955:467) affirms that officials at the lower level have to consider “‘methods of implementing include the making of strategies from the people who are included in making it effective. Implementation is not a method by which “a” goes after “b” following causes””. Evans (2007) gives a summary of the bottom up approach as:

- Implementation is effective in an organizational domain
- Strategy has not been used by means of clarity and preciseness
- Issues of difficulties in directing; and
- Unending procedure of implementation.

An impersonal aspect of implementing was abolished, then discussions started and its attention was on the correlations that exist between makers of policy with the officials responsible for implementation. As a result, it was increasingly acknowledged that officials play a part in policy performance, because such are included in the daily implementing at the basic level. In line with that, they are no longer controlled- instead, their actions are coordinated. Consequently, implementing officials have more administrative and managerial views above implementing of policies and such transforms through the processes. In this sense, there exist reciprocal interaction which defines artificial difference between formulation of policy and its implementation not worth in an approach of bottom up. (Antero et al 2013:93). Based on above argument, it can be deduced that bottom-up approaches realizes that there must be coordination between the policy formulators and the officials responsible for implementation at the lower level. Moreover, this approach also acknowledges the importance of feedback from the officials responsible for policy implementation in order to improve implementation.

2.8.4.3 Synthesis approach to implementation

This third-generation study has gone above top-down and bottom-up situation, rendering it too simple. The policy of democratic systems, it believes that there should be a moving away from both dichotomies of top down, bottom up approaches to a centrist's strategy, placing emphasis on how participants from various organizational spheres have a say on policies that must be implemented. Calista (1994) with its eventual implementation.

The motive of this strategy is to describe ways in which such policies are seen as the end result of negotiating within interest groups. For a policy to be dependent, it must pass the stage of agreement and understanding of input from above with transformation from below. Jordan 1995: as cited in (Mthethwa 2017).

In defining what really makes up implementation by Schneider and Ingram, (1970) can change based on the angle the public officials responsible for implementation come through the unending of the implementation of policy as adhering to directives, hallmarks and the achievement of objectives and policy goals. As regards the process of implementation constituent parts are used by makers of policy with respect to the aforementioned strategies that suit its purpose. Thus centrists approach stresses the importance of democratic principles by incorporating different views from different stakeholders.

2.10 Conceptual Framework

With the review of related works in line with the topic under study, a cyclical conceptual framework was developed to help in the achievement of goals or aims of the assembly. The main principle of this framework is to guide in the implementation of performance management towards the realization of goals in the assembly. This cyclical framework comprises planning, communication, implementation and feedback. Lessons were drawn from scholars such as (Aguinis, 2013, Van Horn and Meter, 1975, Wildavsky and Pressman 1977). From their works it was identified that for performance management to realize its full aim and goals, there is the need for effective planning, communication, implementation and evaluation in other terms, referred to as feedback.

According to Aguinis, 2013, planning has to do with the consideration of results which involves the accountability of specific objectives and its standards of performance. It takes cognizance of behaviors such as skills, abilities and knowledge. With theses, there is also the need for employees to be involved in the planning stage as their needs are also factored to ensure their full participation towards the realization of stated goals. Employees must not be disengaged from the overall process. There is the need for them to be part of the organization in order to own the

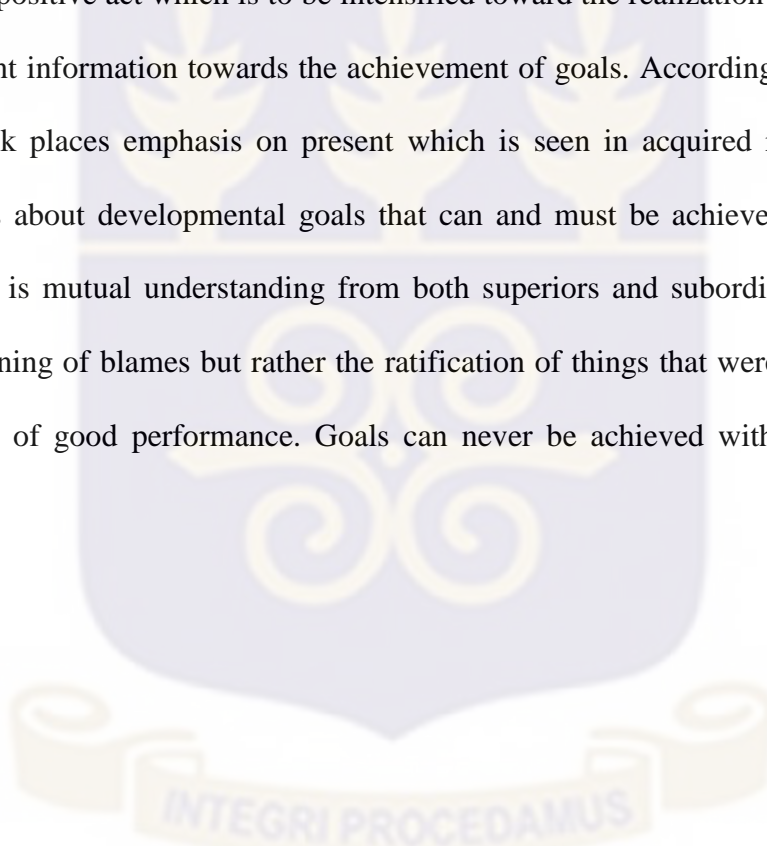
concept and work towards its realization through effective implementation. When employees are disengaged from the main aim of an organization, they tend to do what they can since they might feel they are not part of the plans of an assembly or organization.

Goals must be communicated between superiors and subordinates in order for everyone to know what to do at what time and when. Communication should be a two-way affair such that the intention for the communication from the encoder be well known and understood to the recipient and decoder for further action. For goals to be achieved to its fullest there is the need for effective communication devoid of any barriers. This then falls on both superiors and subordinates to understand what is being communicated. Superiors must communicate very well what the assembly or organization seeks subordinates to do in order for aims and goals to be achieved. There should be no instance for superiors to think subordinates now and in that sense, superiors relent on the kind of information they give out. The right information must be communicated to the right recipient in order for goals to be achieved

Wildavsky and Pressman (1977) view implementation as an aspect of a general program which starts with the setting of goal, reaching a consensus and being devoted to achieving the goal. They postulate that implementation has to do with the means to create other links in order to arrive at tangible outcomes. There is the need to fuse the various approaches in order to achieve goals. Approaches of top down, bottom-up and synthesis must be used during the implementation stages. Superiors and subordinates must be conversant with these approaches and make use of those that can be used to complement others so as to achieve stated goals in the assembly. As the implementation is used, there is the need for the assembly to ensure the good use of its culture that is organizational culture. Everything must be done in line with the culture of the organization so that things would not be done haphazardly. Being conversant with the

culture of the assembly or organization would ensure that processes and proceedings are congruent with that of the assembly or organization.

The final stage in the cyclical conceptual framework which makes room for the commencement of the framework is the feedback stage. Here, superiors and subordinates assess their performance to ascertain whether there have been some successes chalked and also if there have been shortfalls. This stage helps to correct every wrong doings that was encountered and also appreciate every positive act which is to be intensified toward the realization of goals. This stage also gives relevant information towards the achievement of goals. According to Aguinis (2013), effective feedback places emphasis on present which is seen in acquired results while future occurrences talks about developmental goals that can and must be achieved. Leadership must ensure that there is mutual understanding from both superiors and subordinates. This is not a time for apportioning of blames but rather the ratification of things that were not done well and the improvement of good performance. Goals can never be achieved without evaluation and feedback.



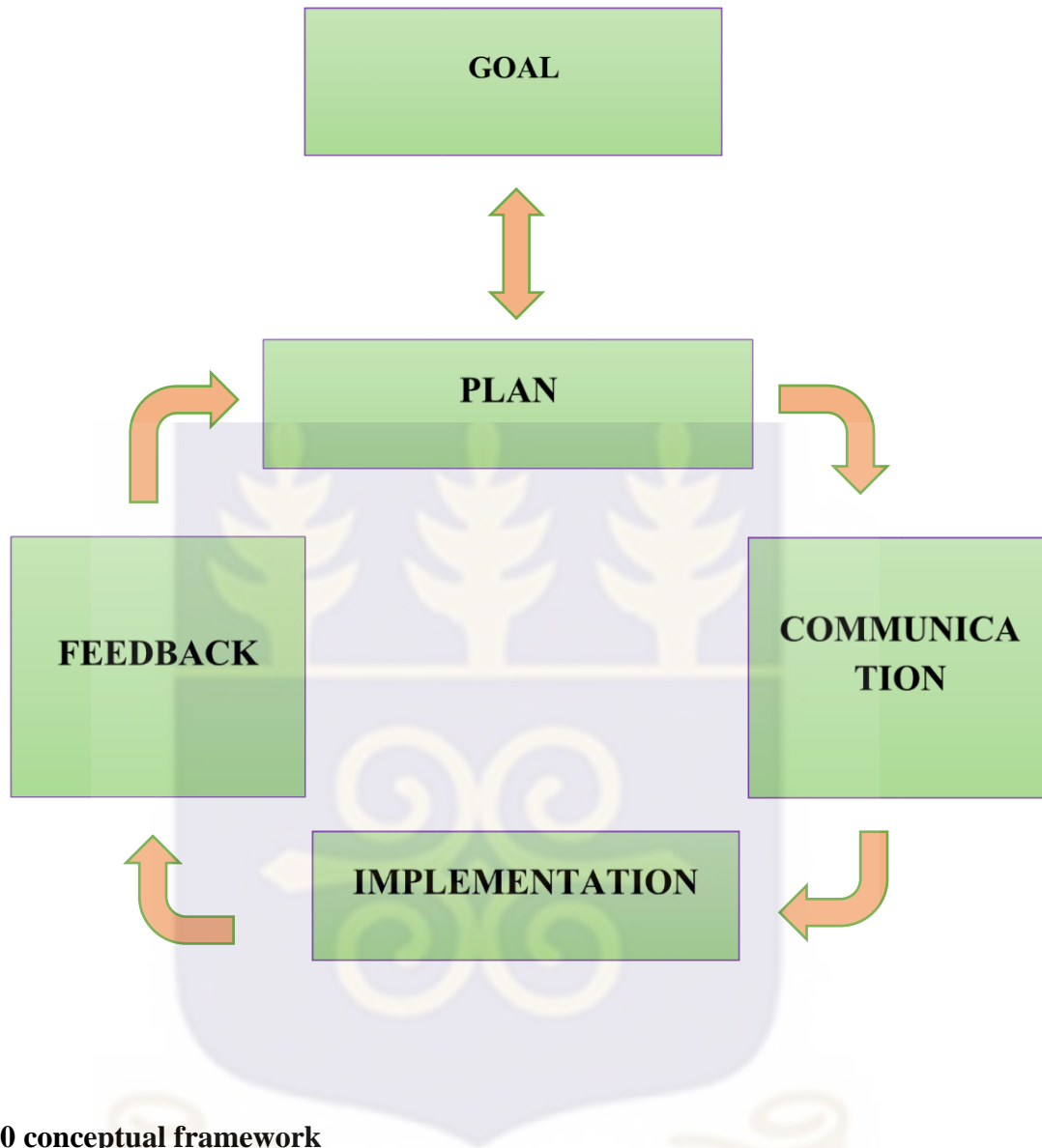


Figure 3.0 conceptual framework

2.11 Chapter Summary

The chapter dealt extensively with diverse definitions of PM systems, concept of performance management worldwide, in Africa and Ghana. It also considered the processes, benefits, challenges of implementing PM systems in organizations. The study reviewed a theoretical framework and also discussed some implementation theories and policies on performance management systems. The study also constructed a conceptual framework base on the findings of

scholars and indicates how performance management and appraisal is very important to the realization of aims and goals of assemblies and organizations.



CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter is in two parts. The first gives a brief profile and background of the La Dade Kotopon Municipal Assembly and the second part summarizes the methodology adopted by the researcher in answering the research questions in order to achieve the objectives of the research. It outlines the research approach, the study design, data sources, target population, sample size used and its technique, data collection instruments and procedure, data analysis as well as ethical considerations and the chapter summary

3.1 Organizational Background and Profile

The La Dade Kotopon Municipal Assembly was created by the Government of Ghana in 2012. Before, the creation of the Assembly, it was used to be the La Sub Metro which was part of Accra Metropolitan Assembly. It spans an area of 36.03km² (131.91 sq mi)

In the 1990s when AMA was created, the area existed as part of Kpeshie, which was one six Sub Metros of the Assembly. In 2003 by a legislative instrument, Kpeshie was divided into three: La, Teshie and Nungua Sub Metros. In 2007, Teshie and Nungua Sub Metros were joined to create Ledzokuku-Krowor Municipal Assembly. Since then, La remained a Sub Metro of AMA until 2012.

3.1.1 Geography of the Assembly

La Dade Kotopon Municipal Area (Assembly) is bounded in the north by Ayawaso-East and Ayawaso-West Sub Metros of Accra Metropolitan Assembly, AMA; in the east by Ledzokuku-Krowor Municipal Area (Assembly), LEKMA; in the south by the Atlantic Ocean and in the west by Osu-Klotey Sub Metro, also of AMA.

La Dade Kotopon Municipal Area (Assembly) has a population of 183,528 (2010 PHC), with the following age distribution: 0 – 14 years, 54,142, 15 – 64 years, 122,295; and 65+ years, 7,091. Kpeshie lagoon, Kotoka International Airport and the La Pleasure Beach, The University of Ghana are some landmarks in the Area.

3.1.2 Political/ Administration

La Dade Kotopon has 10 electoral areas. They are: Adiembra, Adobetor, Ako Adjei, Burma Camp, Cantonments, Labone, Abafum/ Abese/ Kowe/ Lakoo, New Kaajanor, New Lakpaanaa and New Mantease- Tse Addo. The Assembly is made up of 15 members: 10 elected, each representing one electoral area. The other five (5) are appointed by the government.

3.1.3 Economic

The La Dade Kotopon is one of the richest Municipal Assembly in Ghana. It raises huge funds annually from property rates. It is the rating authority over some of the most luxurious localities in the country. Cantonments and North Labone which were zoned super first class localities when they formed part of AMA, are now part of the new Municipal Area. In addition, the Accra Airport City which is a modern business enclave with multi-storey high value commercial property of hotels, offices and shopping malls, also falls within the boundary of La Dade Kotopon. These areas attract high property rate charges annually.

Similarly, some businesses that pay huge sums of money as annual business permit fees are also located here. There are four and five star hotels, banks, airlines and insurance companies in the Municipality. There is a possibility that the Assembly is likely to continue to maintain their position with these main revenue schemes as inherited from AMA.

3.1.4 Social

The Municipal Area is one locality with luxury, it serves as home for the high class and stylish in society. It has beautiful architecture. It can boast of posh coffee, fashion and gallery shops. It has bars and night clubs, state of the art pharmacies and Hospital, well known international schools such as Ghana International, Morning Star, Soul Clinic just to mention a few. It has La Township, which is home to the Ga people: a relatively peaceful people and of rich heritage, and traditional authority.



Figure 4.0 Map of La Dade Kotopon Municipal District Borders

Source: Ghana Statistical Service (2010)

3.2 Research Approach

Qualitative approach was used for the study for the reason that the study seeks to represent the experiences and thoughts of local authorities in general and in specific the staff of LaDMA as far as the processes, strategies and implementation challenges of performance management is concerned. The use of qualitative approach is very helpful, because it not only explains why a phenomenon occurs, but helps in developing “a detailed understanding of individual views, attitudes and behavior” (Moore 2000:121). The study centers basically on the interpretation of socially and historically constructed various meanings of employees’ experiences and perspectives to be able to gain clear understanding of municipal assemblies’ performance management (Creswell, 2010). Qualitative approach was crucial to the study in that issues to be focused on were complex to be understood by using other methods and made use of open-ended and probing questions and interview guide which gave respondents the option to respond in various ways by assessing the processes, strategies, implementation challenges and the critical success factors of the performance management system of LaDMA rather than providing them with options to choose from.

3.3 Research Design

The specific design adopted was a case study in the sense that it examined in detail the processes, strategies and implementation challenges of performance management systems facing the La Dade Kotopon Municipal Assembly. The study focused on the “why and how” questions. As postulated by Yin (2009), “a case study design is most appropriate when the focus of the study is to find answers to “how and why” questions and also in cases where an individual cannot influence the behavior of respondents as well as where the individual finds it necessary to include contextual factors because they are believed to be of importance to the study”.

The case study was appropriately considered for this study because it sought to explore and delve deeper into the strategies, processes, implementation challenges and the critical success factors in the PM systems from diverse lens, and desired outcomes to determine various ways of dealing with the problem. It used various ways which allowed a variety of experiences to be understood and revealed and provided an approach where interaction with respondents and their experiences within the study, enabled the researcher generate valid information using sample sources of evidence that is rich and deeper (Miller & Brewer, 2003; Baxter & Jack, 2008).

Inferring from the above, the researcher gathers primary data by conducting interviews from the perspectives of municipal officials and to Assembly members, which is from the Municipal Coordinating Director (MCD), the Heads of the various departments (HOD's) in the municipality and the employees. This approach helped the researcher elicit relevant information from data sources for the study and gained in-depth and qualitative insight into the various processes, strategies, implementation challenges and the success critical factors of PM system implemented in the assembly. Use of interviews enables the researcher to achieve reality by drawing closer and getting immersed with the phenomenon under study in order to understand the environment and its participants (Stake, 1995).

Finally, the use of MCD, HOD's and employees was very relevant based on the fact that it allowed for counter arguments and opinions through various expressions of thoughts from multiple data sources to achieve the reality in the study of the phenomenon.

3.3 Sources of Data

With evaluation of sources of data and identifying consistent answers, it was necessary to use various suitable methods of data collection to aide in research success. Data sources provided objective information from relevant people about proceedings and happenings in an organization,

as opposed to subjective opinion of outsiders. Therefore, to be able to infer appropriate conclusion from analysis, it was important to have relevant and accurate information which was largely dependent on the quality of data that was collected. In this vain, two main sources of data was used in order to acquire a reliable data for the success of the study. They included primary and secondary data sources.

Primary information is mostly seen as information gathered from in-depth interviews and which have not gone through any analysis. “This type of information is collected by a researcher using various collection tools, example, interviews, observations and questionnaires instead of essentially depending on existing data” (Wilson, 2010). Source of primary data for the study was collected using in-depth interviews obtained from key officers and employees of the La Dada Kotopon Municipal Assembly to ascertain their knowledge and views of the phenomenon under study. In agreement, since interviews were essential, it helped to provide access to the behavior of workers and also made way for the researcher to comprehend various behaviors related to the PM system.

Data from secondary source was gathered from examined official policy documents on PM systems, the Assembly’s annual and performance appraisal reports, academic journals, research results, publications and other relevant articles of performance management systems at the La Dade Kotopon Municipal Assembly which had a bearing on the case study. The analysis of the data from the two sources was to complement each other in inferring concrete conclusions pertaining to the study.

3.4 Target Population

Target population comprise all the staff of La Dade Kotopon Municipal Assembly. The researcher purposely sampled the Municipal Coordinating Director, Human Resource Managers, Municipal Planning Officer, Municipal Finance and Account officer, Municipal auditor, Municipal Environmental Health Manager, Municipal Social Welfare officer and the General Administration. In addition, twenty members of staff were conveniently sampled. Targeting these individuals was due to the ease of access to information they possess which was relevant for the study to arrive at a reliable, objective and comprehensive data. With reliability, it was evident to have a true data or information in its rightful sense. The comprehensiveness of the data entailed various elements and information needed in the use of the performance management system at the assembly.

3.5 Sample Size

According to Malhotra and Dash, (2011) Sample size is the number of elements that are included in a study. In line with this, the sample size was thirty (30). This size was informed by key actors involved based on their knowledge and experience and the fact that they were involved directly in the processes, strategies and the implementation challenges PM system at the Municipal Assembly.

Respondents were selected based on the information they possessed, their work experiences and the need to engage the right and most suitable persons knowledgeable in the performance managements system of the assembly to help answer the research questions. Since performance management is an unending cycle, there was the need for interactions and engagements from both the appraiser and appraisee to ascertain the level of efficiency of the PMS.

3.6 Sampling Techniques

Purposive and convenience sampling techniques were employed. Purposive sampling is a non-probability sampling technique which relies on the judgment of the researcher when it comes to selecting units that are to be studied. The main goal of purposively sampling is to focus on particular characteristics of a population of interest which will best enable one to answer research question. The approach allowed the researcher use judgments in selecting respondents with a particular purpose of processes and strategies of performance management in mind for the interview. Purposive sampling was also employed since the main actors with the basic knowledge involved in the PM system of the Municipality was known and could be identified. Convenience sampling is also a non-probability technique which is employed to ascertain the accessibility of information to a researcher. With the convenience sampling, it helps to make information needed for the study easily accessible by the researcher upon which other judgments can be deduced. It was in line with this that the Municipal Coordinating Director, Human Resource Managers, Municipal Planning Officer, Municipal Finance and Account officer, Municipal auditor, Municipal Environmental Health Manager, Municipal Social Welfare officer and the General Administration was purposively sampled for this study. That notwithstanding, it was of importance also to note that convenient sampling was used in selecting twenty members of staff of the Assembly. This was due to the relevance and the accessibility of information for the study.

3.7 Data Collection Instrument and Procedure

The research began with a review of various secondary sources of data with bearing on the research objectives. Primary data collection instrument used was an in-depth interview guide. The use of the guide enabled respondents' exhibit concrete understanding of the processes,

strategies and implementation challenges and critical success factors of the PM system of LaDMA.

Questions were framed to cover salient areas of the study in order to arrive at relevant information needed for the study. Questions were carefully designed in order to deduce its suitability and also make room for follow-up questions that pertained to the subject being discussed to ascertain deeper understanding of views of respondents. Also, all interviews were tape-recorded and notes were taken as backup in identifying key words that emerged in the responses in order to develop themes during the analysis.

Interview questions were developed according to the objectives of the research in order to gather as much information as possible. It comprised questions designed to identify and understand details of existing processes of performance management, strategies, implementation challenges and the critical success factors at the assembly. In making the data collection a bit easier, recorders, field log, pens and other tools were used and there were two (2) sets of questionnaire labeled as (Appendix A and B). Appendix A was for principal officers or senior management staff since they were mainly implementers of the PM system and possess great knowledge of the system, while Appendix B, which was mainly open ended interview guide went for employees of the Assembly. The questionnaire for the interview contained four (4) major areas, with each area focusing on each research objective.

Interviews were conducted personally with respondents to enable the researcher solicit the views and experiences of respondents in relation to the topic under study and to ask follow up questions for clarification. Also, it was to enable the researcher to do cross examination of the responses

given by each respondent in order to ensure accuracy in checking for reliability and validity of data and avoid elements of bias.

A letter of introduction from the University of Ghana Business School, was sent to the management of LaDMA to inform them of the research and also requesting their assistance and support to ensure that all relevant staff members were notified. After, selected individuals for the research were contacted to book appointment for interview. The interview included a brief introduction which gave details of the nature of research as well as confirming that respondents were decisive on being interviewed.

3.8 Data Analysis

Using qualitative data for analysis involve assembling of data to become meaningfully coherent in order to draw inferences (Boeije, 2010). The data was collected with the aid of the interviews conducted using a digital audio recorder and analyzed qualitatively in accordance with the approach as postulated by Miles and Huberman (1994), which propose the identification of broad themes which was generated from the transcripts within the context of study. Generating of themes that originated from data placed an empirical foundation for analysis and interpretation of data beyond answers given by interview questions.

Data was collected from the field with the help of an audio recorder regarding interviews conducted while interview guides were retrieved in hard copy format. Recorded audio data was transcribed and put into categories which enabled further analysis and interpretation. Data categorization was done in cognizance to research objectives. Considering data accessibility, security and stability, data of audio gathered, was stored on an external drive and a backup of extra copies of interview guide answered. The study adopted an approach through the use of data description, data analysis and data interpretation as postulated by Patton (2002). The analysis

was aimed at interpreting the volume of text data by identifying the important themes and patterns through the researcher's careful examination and constant comparison.

3.9 Ethical Consideration

In making the study meaningful, ethical issues were highly considered. According to Saunders (2009), ethical issues realized in research pertain to getting access, gathering, processing and management of data and writing up the findings of the study in an ethical and responsible way. In this regard, an introductory letter was issued by the department and signed by the supervisor which assisted me in gaining access to data from La Dade Kotopon Municipal Assembly and its employees; this was approved by the Municipal Coordinating Director before actual data was collected.

Prior to respondents' participation, they were duly informed and assured that their responses would be used only for academic purposes. The letter of Consent was shown to participants for the interview and their consent was sought before the interview began. It was explained to them that their involvement would not pose any harm to them in terms of physical and privacy. Also, their involvement had no bearing with their job evaluation. Deliberate acts were taken to get rid of happenings and actions that could raise ethical questions pertaining to their involvement in the research process. They were assured that their responses were free and based on their discretion. Finally, it was stated that their responses were voluntary and they had the privilege to partake or not in the study.

3.10 Chapter Summary

The chapter provided details of methods used in the research and ethical considerations. The study took place at La Dade Kotopon Municipal Assembly of the Greater Accra Region as a case study. It adopted the interpretive research approach to underpin the study. The main respondents

included top management officials and employees of the Municipal Assembly involved in issues of Performance Management/Appraisal Systems. Data was gathered using in-depth interviews and open ended interview guide which were later categorized into themes as regards the study objectives, analyzed and presented in the next chapter.



CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.0 Introduction

In this chapter, it analyses and presents the findings of the work. The findings are discussed in line with the research objectives stated at the beginning of the research. The objectives of the research include identifying the processes and strategies in the implementation challenges of the performance management system. The chapter is therefore structured along the above stated objectives of the study. Also, the chapter presents the views of respondents and how they fit into the relevant literature and theories underpinning the study. Participants showed much interest in the study and this was reflected in their readiness to respond to the questions posed to them during the interviews and the feedback they gave via the interview and questionnaire. The study began by seeking the ideas of staff and its essence through interactions. Further analysis and exploration centered on the four main areas as seen in the research objectives as pertains to the assembly's PM system.

4.1 Information of Respondents

Participants for the interview were stationed at the La Dade Kotopon Municipal Assembly. All of them were Ghanaian by birth, majority of participants hold a bachelor's degree, few had professional qualification while some had Master's degree. It was evident that members of staff were of mixed religions found in Ghana, which promoted diversity and were educated and had the capacity to be engaged in the interview to discuss the processes, strategies and implementation challenges of the performance management of the assembly.

With interactions through interviews conducted, it was realized that respondents had a fair knowledge of their work, had acquired experiences and were conversant with the hierarchical

channel of reporting. The very experienced workers had been in the local government system and worked for over ten (10) years while others have been in the system for two years and above. A few have worked for less than two years. Some workers have been with the assembly since it became autonomous while others joined in not so long ago. It was noted that employees were posted to the assembly or any other at the discretion of the regional Human Resource division of the Office of the Head of Civil Service upon a rigorous interview for senior staff and examination for junior ranks. As pertains to the hierarchy of authority, the various employees in the assembly report directly to their departmental heads and these heads then reports to the Municipal Coordinating Director who is the head of administration of the assembly and the senior-most civil servant as far as local government is concerned. The coordinating Director then finally reports to the Municipal Chief Executive who is a political representative of the ruling government at the local level.

4.2 Processes in the implementation of Performance Management at LaDMA

The objectives of processes in the implementation of performance management is very essential. It is for the purposes of achieving organizational goals and the well-being of employees that performance management as a tool is implemented. This tool is just not implemented in vague but comes through various ways and in particular methods such as pre-requisite, planning, execution, assessment, review and renewal and re-contracting used in arriving at such processes and the poor implementation of any stage directly affects the other stages. Findings indicated that the assembly made use of planning, execution and review among the various processes in the implementation of PM. It was to this extent that the study sought to ascertain if truly respondents were aware of the processes used in the implementation of performance management in the assembly under the following headings:

4.2.1 Performance Planning

With performance planning, there is the need for employees to have a knowledge of the PM system. At the beginning of each performance cycle, supervisors and employees meet to discuss and agree on what needs to be done and how it must be done. This discussion includes a consideration of both results, behaviors and a development plan.

With results, it talks about what must be done or outcomes expected of employees. Discussing results means discussing performance standards. Performance standards is a yardstick used to check how well employees have achieved objectives. It also gives information about acceptable and unacceptable performance. As regards behaviors, it talks about competencies which are measurable clusters of knowledge, skills and abilities that helps to determine how results can be achieved.

With regards to performance planning a respondent indicated:

“As regards the process of performance management, there is a meeting and agreement between the Municipal Coordinating Director (MCD), Municipal Chief Executive (MCE) and the Minister using a framework which is sent from Regional Coordinating Council (RCC), and after the agreement it comes to the Heads of Departments (HOD's) in the assembly to also meet with subordinates”.

From this feedback, it was evident that the planning stage in the implementation of performance management in the assembly followed the right pattern but just that some employees felt reluctant in finding out what really goes into such system. It was also clear that the assembly had channels by which performance management went through to be able to arrive at its goals, and this was clearly seen by the involvement of the various actors and stakeholders. Though

employees were not so perturbed about these steps, they were only interested in giving out their best in order for the assembly to achieve its aims.

Another participant added

“when we meet with our supervisors and heads, we discuss what we are supposed to do and how we can achieve the goals of the assembly, then we are made to go and work and ensure we achieve good results.”

This position was agreed by several respondents with the exclusion of few. Their motive was that since there was the need for the assembly to meet its target, it was very necessary for all to be involved towards the realization of such target. In line with this mentality, another respondent added:

“Mostly, in our meetings with our supervisors, they always caution us on what are acceptable and unacceptable as we strive to work towards achieving the aims of the assembly and this serves as a guide for us to work well”

From respondents, it indicated that employees do know of the planning stage of PM and are conversant with it. They also see it to be a tool for ensuring that they work well. With this, it tells that the planning stage in the implementation of PM is of great importance in the assembly since it sets the tone for steps to be followed as employees work. That is to say that, if you did not perform up to expectation it would be to your disadvantage and this is a sign that one must give off his or her best in order for the assembly to achieve its stated goals. Few interviewees who saw the planning stage in a different lens had this to say:

“We do go for meetings with our supervisors but my challenge is that, it is always a repetition of the word results, so whenever they call for meetings of such nature I know I am only going to listen to the term results and it is boring sometimes, to be honest”.

With this response it was clear that the assembly was going by the performance planning stage but just that some employees do not really have interest in the stage just because they are always asked to work for the assembly to achieve results. To such employees, the assembly is only interested in the achievement of results and nothing else.

Another respondent added:

“The HR manager calls for meetings and lets us know what the system is about and how we are to work with it. She then informs us how to go about it.”

From this angle, it was seen that the planning phase goes through a particular process which has to do solely with the meeting of management and employees to agree and to inform of what to do next with the intention of achieving organizational goals.

An interviewee agreed by saying:

“If you really take time to understand and ask questions about this stage from the HR, it makes things clear and you get to know what to do next. This really help some of us and keeps us on our toes”

Taking a clue from this interviewee, it was realized that this phase when well understood by employees helped to arrive at stated results. This then adds to the fact that because the steps (meetings) were simple and all involving, adamant employees would still not appreciate it, but

serious employees would. Also, it contributed to the realization of the assembly's goals looking at how the employees talked about the realization of goals in the earlier analysis.

4.2.2 Performance Execution

In this stage, employees need to have primary responsibility and ownership of the process. Participation of employees do not begin at the execution stage, however, employees must have active input in the development of job descriptions, performance standards and the creation of the rating form. At the execution stage, there must be some key elements such as commitment to goal achievement, feedback and coaching must also be ongoing, employee communicating with supervisor, gathering and sharing of data and preparation for performance reviews.

On the path of supervisors, they are to ensure that they observe and document performance of employees or subordinates daily, give right updates and feedback, provide resources and then reinforcement regarding negative performance and how to remedy observed challenges.

With respect to performance execution stage, a respondent stated:

“... Management sometimes decide on areas that needs to be looked at with the involvement of all departments and from here, there are clear job schedules, and conduct spelt out”.

It was evident from this assertion that, at sometimes, there are fair process by which performance management was executed and involved all departments but not always. This involvement sometimes brings out the various schedules of job by both supervisors and employees and create a sense of belongingness on the path of employees.

As the interview continued a respondent had this to say:

“When we are involved in this stage, we really feel the sense of ownership and commitment of the entire process and we are willing to work to achieve success”.

This position informs that employees would do anything possible to achieve organizational goals if they are part of the process and their inputs are accepted and implemented. In this sense employees play active role in the entire process and are able to effectively give feedback to supervisors for further actions.

In line with this another participant stated:

“if supervisors are able to provide the needed resources for employees, they can be rest assured that we will not relent on giving our best to the assembly.”

This notion asserts that if employees would be adequately resourced, there is the tendency that they will give off their best which would in turn translate positively in the achievement of the assembly's goal. Supervisors on the other hand must also see to it that they give appropriate remedies to challenges they realize on the path of employees as they go about their work.

4.2.3 Performance Review

This stage involves the meeting between employees and supervisors to review their assessments. It is normally referred to as appraisal meeting or discussion. This meeting is essential because it gives a formal in which employees or subordinates attain feedback on their performance. Feedback when provided in an effective way becomes very important since it leads to employee satisfaction and improvement in performance. Appraisal meetings in most cases is regarded as a review of results (what was done) and behaviors (how it was done). Appraisal hinges on the past

(what has been done and how), the present (what compensation is achieved or denied as a result) and the future (goals that must be achieved before another review stage).

As regards the assessment, a participant remarked:

“... In this assembly we do have meetings with our supervisors to assess if the targets set have been achieved within the specified time”. “A medium by which employees are assessed to see if they are meeting organizational goals. It is basically to check workers performance”.

This indicated that appraisal meetings were done to attain feedback on the performance of employees which informs whether there is the need to improve upon performance or to maintain current performance in the assembly.

The interview continued with review as a participant added:

“Everyone is supposed to be appraised to see what has been done, employees are appraised by their supervisors”.

This in a way represents the results and behaviors expected of employees. That is to say that, everyone in the assembly is accountable to a superior as they work. This then means that a superior in order to be clean and devoid of short falls of his/her subordinate, must ensure subordinates work with the laid down rules and regulations and targets that have been given and communicate effectively being it challenges of successes to his/her superior. This then gives a feedback to ensure everyone is doing the right thing.

A respondent added:

“There should be regular follow up, feedback and monitoring to be able to enhance the success of the performance management system”

This idea of regular feedback was very well articulated since no system can be effective without the processes of feedback and monitoring. These when done well will go a long way to strengthen the base of the system thereby making it very effective and reliable upon which much successes would be chalked.

Talking about its frequency, a respondent postulated:

“Appraisal should not be too far, I believe it should be a regular pattern, to be able to remedy any act which tries to go off the track.”

This hinges on the fact that appraisal of employees should be within short time frames and fused in either weekly or monthly schedules. In this way, employees would not pile up work and push it to other days. This will keep everyone on their toes as they work and when it continues for some time, it becomes part of the routine of job descriptions which then makes work easier.

4.3 Strategies in the implementation of Performance Management

As regards the strategies used in the implementation of performance management system, respondents could not talk much about it since they perceived they did not know of it. From the findings of the study it was realized that employees were of the view that if the processes are implemented well, then there would be no need for any strategy.

A respondent had this to say:

“I am not privy to strategies used in the performance management system of this assembly... no none that I can think of”

This assertion by this respondent was kind of strange and it prompted me to find out if truly other respondents had no idea of the strategies employed in the implementation of performance management of the assembly.

Another participant added

“For me I don't know about any strategy used in the implementation of performance management in this assembly. All I know is appraisal and that is just enough for me”

With these responses, there was the need for me to probe further by talking to other participants from other departments since I assumed that previous participants gave their responses as a result of their department. On this note the attention was then moved to other departments to ascertain if really the assembly had a strategy in the implementation of performance management system.

From various responses, it was evident that the assembly had no strategy in the implementation of performance management system, so with this the notion of recommending it to the assembly for further action to be taken to implement it was obvious.

4.4 Challenges in the implementation of Performance management

The effective implementation of performance management must yield great results which is to help in the achievement of organization's missions, goals or objectives. The right implementation factors include all forms of resources (human and material) needed to achieve such goals and objectives. The implementation embodies all employees with both superiors and

subordinates in order to achieve its aim. In its basic sense, the effective implementation of performance management systems is to help improve and develop the abilities of employees as it works towards the realization of the organization's mission, goal or objective. Effective implementation means the existence of the right coordination in the planning, monitoring and reviewing of performance between supervisors and subordinates as they collectively work together in strengthening and improving the performance of subordinates through a life-long learning process which is to help build the right capacity of subordinates as they contribute their quota towards the realization of the organizations' goals. These are mostly achieved using effective feedback through communication of both formal and informal ways. Among some of the challenges identified during the study were wrongful design, poor communication, busy nature and low commitment of top officials, poor integration, limited capacity training and absence of rewards for good performance, financial constraints and logistics. With regards to the challenges in the implementation of the performance management system of the assembly, majority of the respondents stated the following as some of the problems:

“.. For performance management, am very aware we have some in the assembly but my biggest challenge is its implementation and its design, because we just fill the forms”

This confirms the idea that the implementation to some employees, is not effective since all they know how to do is to just fill the forms and submit when needed, it also informs of the wrongful design in its implementation as known to employees, and in inquiring of some of the challenges faced, respondents had this to tell:

“The HR manager only explains the performance management system to heads of departments and since they are very busy, they hardly get time to explain it vividly for us to understand and also there is no evidence of commitment”.

From this point of view, it gives the impression that either some employees are not interested in the performance management system or they are not being communicated to very well by their supervisors. This explains that supervisors or heads of departments have various workloads which take more of their time thereby making it difficult for them to either explain to subordinates how the system works or it is just that subordinates are really not interested in the performance management system. In this regard, both superiors and subordinates are to blame since the level of commitment of both employees is very low. There is no urgency in the implementation.

Another respondent added:

“With the implementation of performance management, my greatest challenge is communication. For me I know very well that it can help the assembly but if the leaders do not communicate to us very well, how can we make it achievable.”

This concurred to the previous respondents' assertion that their superiors do not get the time to explain things to the subordinates. Effective communication we know is the blood line to the realization of goals in every organization. When it fails, the mission, objectives and aims of the organization dies. To this extent, it was quite clear that various participants shared the same sentiment of not having their supervisors do due diligence to them by explaining the concept to them.

A respondent had this to share:

“I am very sure others would definitely say that supervisors do not have time for them, if that is the case, what prevents those (subordinates) from also approaching their supervisors with their difficulties? Maybe such challenge could be resolved.”

The response above indicated clearly that indeed there was a challenge of communication but that notwithstanding, since performance management is a continuous cycle, it would have been best if subordinates could also do their part by approaching their bosses to check if they would have rejected, but since they know for a fact that superiors are busy, they also resorted to not adding up more work load and just relaxing since to them, they only fill these forms when they are to go for interview for promotion.

With these challenges, another interviewee stated:

“sometimes our challenge in the implementation of performance management system is the limited logistics needed in making work effective and less I forget, this whole block does not have a plant and I believe you know what that means when the lights go out.”

Inferring from the above, the researcher sought to find out if the logistics needed for work was not available or just that they do run short of it.

Another responded:

“When the needed logistics run out, it is sometimes very difficult to work since one would have to follow the cumbersome nature of bureaucracy before getting it done.”

This then informed that, truly the assembly tries to acquire the needed logistics for staff to use, but the assembly does not just buy like any other way side shop. There are auditors who audit their books, and bureaucracy would never be left out. For the sake of transparency, everything that needs to be done would have to go through the right process in order for all not to be found guilty of embezzling funds. It was also realized that some offices had to share a common photocopier or printer. This was because, since the building was a new one, the assembly was doing all that it could to acquire such logistics and furnish all offices but it would only mean that it would take some time before that dream could be achieved. In still addressing the implementation challenges, a respondent hinted:

“We know very well that there is the need for capacity training, yes we do but the challenge is that, it is done right here in this assembly and when it is ongoing, participants are always distracted, so I think such trainings should be done outside the assembly.”

Taking a clue from the statement above, it was realized that capacity building trainings were organized for the benefit of staff but since the venue for such trainings happened to be in the assembly, there were always distractions which does not help participants being trained to strictly concentrate on the training to acquire the necessary skills needed during the implementation of performance management systems. Such trainings are supposed to equip staff with the necessary skill but if the interest to be equipped is not there, how then can one be equipped. This then tells that there is the need for seriousness from all angles be it supervisors or subordinates. There should also be utmost coordination among employees to be able to help make the system achieve its purpose so as to see the organization excel. Another respondent fumed:

“Some supervisors are very mean, cruel and wicked. They never want anyone to make progress in their departments. They are only interested in what they stand to get at the detriment of the employees.”

This view from a respondent really prompted me to ascertain the truism in such a statement, and it was evident that some supervisors were only interested in themselves alone and nothing else. This was emotionally disturbing as I continued to get the real fact behind such acts from some supervisors.

A respondent added:

“some of us have been working hard but we never see any promotion all because our bosses do not see any good in us and would never appreciate us in our little efforts....I pray I would be transferred from this assembly.”

This was truly touching to know but some supervisors also had a different twist to this in that they felt that some:

“Subordinates were not serious with their work and would just not comply with laid down rules and norms that guides the conduct of workers. It stems from such intolerable behaviors that is why some always fail their interviews and they end up blaming it on us.”

This then explained why it was seen that some supervisors were mean towards subordinates. There should be the necessary steps in ensuring the hierarchy of authority is followed as regards employee-superior cordial work relationship to curb such a menace, since when employees feel they are always suppressed will never give out their best towards the realization of the

organizational goals. Implementing the performance management system, there should be clear flow of information and communication right from the planning through the implementation then to the evaluation and review phase of the system, such that everyone would know what is expected of him/her. In summing up, a respondent said:

“Though the performance management system sometimes try to motivate us, I think we employees know more of physical appreciation in terms of money as compared to praises. This time around they should do more and it should be heavy....”

This assertion in a way answered if the assembly had been rewarding employees and also if rewards were tied to good performance, of which the answer was a clear yes. Just that employees like Oliver Twist would always ask for more. To employees, more of material or physical rewards should be given and also motivated so that they can contribute effectively. But the question was, is it only money that could be used as a means of motivating and rewarding? An employee answered:

“Staff here know only about monetary rewarding But we as well try to give them other forms of motivation and incentives such as providing a transport system that will cover a section of their transportation.....”

This stance made it clear that the assembly was doing all that it could to ensure that staff were comfortable in order for them to feel at home as they work. From the foregoing, it was also realized that no staff was side-lined whenever it came to benefits that were due them. When it is time for their annual leave, the assembly ensures they are granted, when they apply for study leave, they are as well given. Some of the employees have had the opportunity to travel outside for training and capacity building whenever such opportunities arise. There is no doubt or cause

for alarm for employees to complain but on a serious note, it was clear that the assembly was really interested in the welfare of the employees. In line with employees feeling and being proud of the assembly, a respondent said:

“We have a welfare system which we are all part and guided by its constitution. If you are a regular and active contributor, your benefits are always assured ”.

This statement then cemented the stance that the assembly was really interested in the well-faring of its employees and was ready to ensure that employees got what they deserved. Though these challenges in the implementation of performance management existed in the assembly, it also affirmed the notion that some employees would never be satisfied no matter what you give to them and would always ask for more even if they have.

4.5 Critical Success Factors in the implementation of Performance Management system

For every performance management system to be successful there is the need to be mindful of some basic things which contributes to the systems’ success. To be successful does not happen in a vacuum. It needs some elements of brevity, endurance, time consciousness and then attitudinal change. One must try for several times in order to be able to chalk some successes of which the implementation of the performance management system at the La Dade Kotopon Municipal assembly is no exception. In the discussions with employees pertaining to the critical success factors in the implementation of performance management system in the assembly, the study found out that the assembly has been doing well since its creation and has been meeting its target most times, some respondents had this to say:

“For some years now, the assembly has been in the top categories of assemblies that are able to meet its target”

This implies that from the league table of performing assemblies in Ghana, LaDMA has been one of such assemblies. It has on a number of occasions since its creation won several awards as the best performing and promising assembly. This tells that, it has been able to manage itself very well to arrive at such a prestigious and enviable position. An interviewee added:

“With this splendid and outstanding achievement, we have had several benefits from the companies that work with us.... Talk about scholarships, considerations, benefits among several others”

This confirms the position as stated earlier that deserving employees and natives in the jurisdiction of the assembly are given scholarships as in when such opportunities arise and such employees deserve it. We are really opening up and educating our youth as a result of the privileges we get from our partners. This is an all-inclusive tenure where the elected assembly members have a say in the running of the assembly, hence there is virtually transparency and equality in the sharing of resources and opportunities as they come.

As the assembly boasts of its achievement, there was the need to inquire from employees their perception of the successes chalked in the implementation of performance management system. Some respondents were of these views:

“This assembly truly has been very successful since its creation. Ever since I joined the assembly, we almost, always try to achieve our target of which other assemblies struggle to do”.

This stance then necessitated to find out if the success chalked by the assembly was as a result of the right implementation of performance management system. Another respondent shared:

‘‘If the assembly can boast of success then it is very obvious that although there were challenges in the implementation of the performance management system, it was not that much, because we live in a human world where nothing is perfect’’

This informed that some employees knew that the assembly was trying its best to ensure that the system was very effective but just that mistakes were bound to happen to reduce the efficiency of work. Some were also of the view that:

‘‘Yes we are able to achieve our goals but let us put things right at where they ought to. Leadership always claim the praise to the neglect of some of the employees that put their lives on the line for such praises to be real’’

To this, equal opportunities should be given to all but not to just a few who do not even deserve it. To him, the assembly should try and factor all those who truly contribute to making the assembly stand out and reward them accordingly. This would make more employees want to do more than just enough, hence resulting in greater achievements. From his stance, it could be seen that there was more room for improvement and that the assembly should ensure they utilize such opportunities.

An interviewee added to the above:

‘‘Most employees who are serious with the performance management system pass out successfully when they go for their interview at the Local Government Council’’

This tells that employees have the mind set of passing an interview that would lead to their promotion and it is because of this that they would want to be part of the system. Well, this should not be the only reason why employees engage themselves in the implementation of

performance management system. The system is to better and enhance the performance of employees as it also helps to build them towards multiple tasks.

In finding out what conditions must be present if the implementation of performance management system is to succeed, an interviewee contributed:

“For the system to be successful there must be favorable working conditions and environment, and also the urge for employees’ to avail themselves toward the realization of the success of the system”

This contribution touched on the fact that there were conditions in which employees worked but this time round such conditions should be very favorable and aim at achieving what it needs to. Also after there has been a favorable condition of work, then employees must avail themselves to make good use of such positive environment to help in the realization of making the assembly a successful one. All hands must be on deck with one state of mind.

Another respondent in summing up voiced out:

“For the success of the implementation of performance management system, there must be a constant communication of performance and assessment between employees and supervisors”

This was very vital and really a fact. It was in line with the feedback and monitoring processes as stated above, just that this type of communication as described by the respondent was one that seemed to have no barriers. To him, communication is never effective if the decoder could not decipher the message of the encoder so with this, there must always be the free flow of communication for understanding to prevail.

4.6 Conclusion

Findings as regards this study has been outlined and explained very well. Ideas of employees (subordinates and superiors) were analyzed to arrive at a well resounding conclusion with inspirations being drawn from literature. Findings indicated that La Dade Kotopon Municipal Assembly implements a combined system of Performance management and appraisal system. Although the assembly has been doing well in the realization of its goals and targets, there is a challenge with the implementation of the system. The preceding chapter outlines the summary of the overall study, its conclusion, and recommendations that could be adopted.



CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction

Presented in this chapter is the summary of the study, conclusions and recommendations. Also there are propositions and contribution to further study of the research.

5.1 Summary of Findings

In assessing the processes, strategies and implementation challenges of the performance management and system using the La Dade Kotopon Municipal Assembly as a case study, the research used the explorative paradigm as it gave various perceptions and explanations from superiors and subordinates as regards the performance management system that exist in the assembly. This model was really of relevance as it enabled respondents to answer the how, what and why questions in order to ascertain the magnitude of the challenge in the assembly. A qualitative approach was used for the study in the sense that it allowed employees (heads and subordinate) to contribute and speak to the challenges based on their knowledge and experiences on the subject matter and various years of work. This helped them to really express themselves and even made some comparisons from previous years.

A case study was the design specifically used with data obtained from both primary and secondary sources. The use of in-depth interviews and observations were the basic tools for the primary source while literature from Yearly reports from the assembly, journals and articles formed part of the tool for the secondary source of data. Thirty (30) employees were purposively and conveniently sampled and interviewed for the study with ten (10) as heads of the various departments (superiors) and twenty (20) as subordinates. From the interviews conducted, data was gathered and analyzed taking cognizance of Huberman & Miles (1994) approach. The data

was grouped based on the research objectives and specifically centered on the views of respondents in order to explain its patterns.

A revelation from the study indicated that performance management system's aim in the assembly is to strengthen and help in the promotion of well-deserving staff and training for all employees. It is also used to assess employees to ascertain their contribution towards the realization of the assembly's target. From diverse responses, it was clear that performance management had in it elements of work description, expectations of employees, evaluation and commendations among others. Feedback from employees indicated that although the assembly is doing its best, there is still a drawback in the practicing of these elements. Employees know more of the appraisal system which they don't really practice as compared to the processes of performance management.

In some departments such as the Human Resource (HR), audit and finance and accounts, the implementation of performance management was on point as compared to the others which was not really encouraging. In such departments where the system was well understood, respondents gave impressive responses and demonstrated knowledge about the system while the others could not do as the others did. This explains that with the initial pilot-testing, some departments were serious about it while others were reluctant, so this attested to the reason why all employees could not master the system.

It could also be that employees were very comfortable with the initial appraisal system and therefore did not see the need for the inclusion of the latter. On the other hand, some employees responded to like the performance management system and the integrating of the two, just that the challenges that are hindering the smooth implementation be addressed and worked out. Since

the assembly has been able to achieve its targets over the past years, it was a bit difficult to assert that there were challenges in the implementation of the system if one was not an employee at the assembly. Some employees advocated for management to be strategic and more focused if greater successes are to be achieved.

Amidst the challenges observed by some employees that needed attention were ineffective communication, the busy nature of supervisors or heads of departments in assisting and coaching subordinates to be used to the system, too much infusion of issues pertaining to the culture of the vicinity, non-timeliness of the supply of logistics, wrongful design of the performance management system, poor communication, poor integration, limited capacity training, absence of rewards for good performance and excessive use of bureaucracy (over-bureaucratization) of the system.

From observation, it was realized that most institutions in the public domain use the terms ‘performance appraisal’ and ‘performance management interchangeably’ but most of such institutions have their actions centered on only appraisal which to some employees, aims at the promotion they stand to get when they go for interview.

5.2 Recommendations

Recommendations based on the analysis and discussions from the findings outlined are:

- ❖ Management must ensure that all employees (superiors and subordinates) understand the processes involved in the performance management system that is implemented in the assembly. This would create an enabling environment for all employees to function and hence the realization of the assembly’s goal.

- ❖ Management must adopt strategies to use in the implementation of performance management system to help boost performance of employees which would result in the realization of the assembly's aim or goal.
- ❖ The assembly by any means possible should ensure that work is always done taking cognizance of time. Activities should be time-bound irrespective of the challenges that come with its operation. The tendency for employees to ensure work is done within a specific time frame and evaluation should be acknowledged such that works that couldn't be achieved would be planned for and also logistics and materials to be used for the achievement of targets is provided on time to ensure effective performance management and implementation.
- ❖ Another strong recommendation is that there should be an attitudinal change. A change of mind set of employees. For the performance management system to be effective and see the light of day now and in the future, employees must psyche up themselves psychologically, emotionally and physically so as to meet the changing needs of time. Being conscious of work and ready to avail oneself is just a step to achieving excellence.
- ❖ With a change in attitude, then the need for employees to be committed in the right sense of work (superior-subordinate) relation to their work and its ethics. Commitment and the right relation on the path of both supervisors and subordinates will not only add up to employees' being mindful of their regularity and punctuality but also in the achievement of effective and efficient results.
- ❖ Capacity building trainings and workshops should be frequent. Although the assembly tries to organize such workshops occasionally, this time around it must be very frequent to help develop the abilities, skills and knowledge of employees and also sharpen and inform workers on what must be done and how. These trainings instill some form of confidence in employees as

they go about their various duties. Organizations that do not train, lives to fail since its employees would only be knowledgeable in just an aspect of the work but with the organization of training and workshops, there is the tendency to improve the services of an institution.

❖ Assemblies should be abreast with new and updated forms of technology. With the changing nature of times and seasons, it is only of essence that through trainings, employees be equipped with the basic and necessary improvements in technology to boost its systems. With globalization, multiple things can be done with the help of technology. It is in this light that employees need to be abreast with the changing trends of technology.

❖ In addition, there should be the strengthening of external monitoring device to help put employees on their toes and be active in working. The Human Resource department should assist in this role as they train others to help in ensuring the monitoring of performances of employees.

❖ In summary assemblies have a say in the governance of country. The adoption and usage of the performance management and appraisal system is supposed to bring about realization of its targets. These targets can only be achieved if the system works well by involving all employees as they are guided in their operations. Performance management which is an unending cycle must ensure such targets of the assembly are arrived at.

5.3 Conclusion

Being effective with the implementation of performance management demands a lot of sacrifice, service, training and dedication just to mention a few. Though the assembly blends performance management and appraisal and it is able to achieve its stated targets, there is more room for improvement. Since performance management is an unending cycle with various components, if employees are able to understand to do what is required of them, there is the likelihood of achieving more than what used to be achieved in previous years which would also add up to the

improvement of the performance of employees. From the feedback from respondents, it was evident that performance appraisal was very dominant in the assembly as compared to performance management which was rarely understood by few. Then study from inference, draws a conclusion on the stance that since the assembly integrates both performance management and appraisal, it must ensure that in its operation, employees will be at the center of the implementation of the system and also factor the needs, wants and aspirations of employees since it will be their performance that will help the assembly realize its goals.



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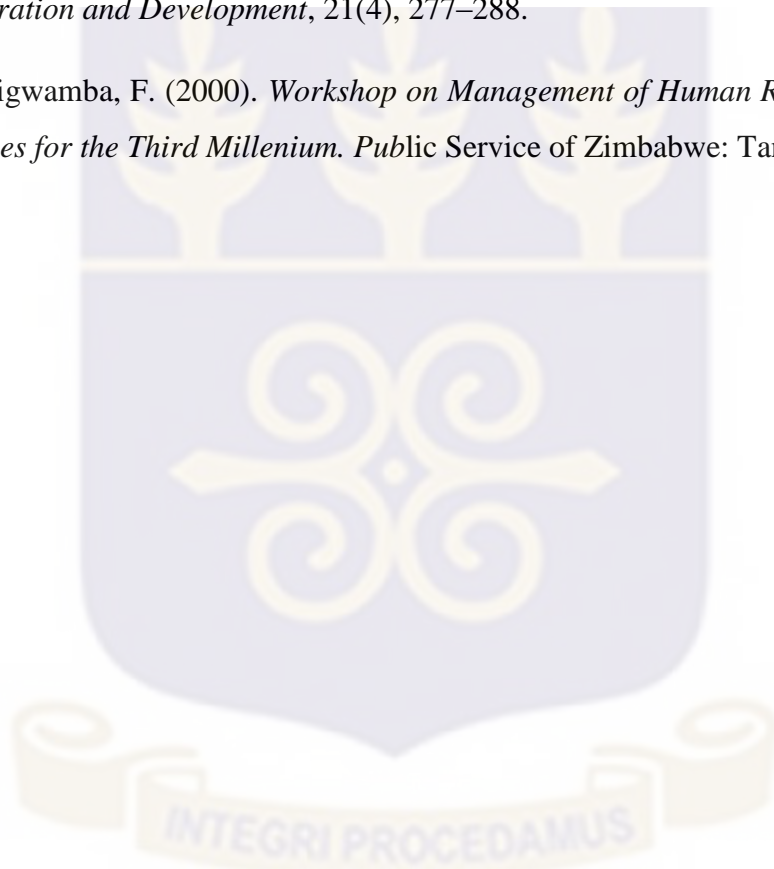
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APPENDICES

APPENDIX A

INTERVIEW GUIDE FOR OFFICIALS OF THE La DADE KOTOPON MUNICIPAL ASSEMBLY

Introduction

Dear Respondent,

I would like to request your participation in this study, the objective of which is to examine ‘the processes, strategies, implementation challenges and the critical success factors of the performance management/ performance appraisal’ in this assembly. Please read each question carefully and answer it according to how you personally feel about it. There are no RIGHT or WRONG answers. For this study to be meaningful, it is important that you complete all the question. In accordance with the ethics of behavioral science research, individual responses will be completely CONFIDENTIAL. Responses will be considered collectively to determine the processes, strategies, implementation challenges and the critical success factors of the performance management/ performance appraisal system.

Your participation is VITAL. Thank you for your cooperation.

Researcher: Isaac Berkoe Agyarko Tel: 0243065700 Email: ikebagyarko@gmail.com

Interview Questions

A. PROCESSES IN THE IMPLEMENTATION OF PERFORMANCE MANAGEMENT/ PERFORMANCE APPRAISAL

1. What is your understanding of Performance Management/Performance Appraisal
2. Can you identify some of the processes used in the implementation of Performance Management/ Performance Appraisal in this Assembly?
3. How does Performance Management/Performance Appraisal work in this Assembly?
4. What steps do you follow in the implementation of the performance management/performance appraisal in this assembly?
5. To the best of your knowledge what are the processes the Assembly uses in the implementation of Performance Management/ Performance Appraisal?

B. STRATEGIES IN THE IMPLEMENTATION OF PERFORMANCE MANAGEMENT/ PERFORMANCE APPRAISAL

1. What strategies does the assembly use in the implementation of Performance Management/ Performance Appraisal in this assembly?
2. Can you explain how these policies are used in implementing Performance Management/ Performance Appraisal in this Assembly?

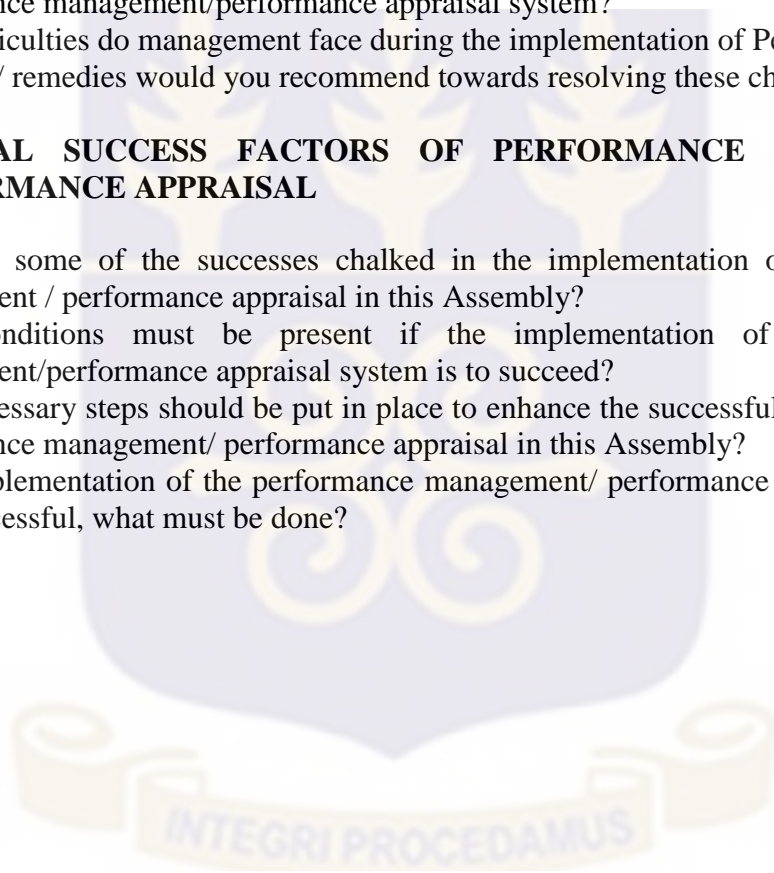
3. Are there particular plans that help in the implementation of performance management/ performance appraisal in the Assembly?
4. To what extent do these policies help in the implementation of performance Management/ Performance Appraisal in this Assembly?

C. IMPLEMENTATION CHALLENGES OF PERFORMANCE MANAGEMENT/ PERFORMANCE APPRAISAL

1. What are some of the challenges management face in the implementation of Performance management/ Performance Appraisal in this Assembly?
2. What State four (4) or five (5) ways by which these challenges can be resolved.
3. What are some of the problems that employees face in the implementation of performance management/performance appraisal system?
4. What difficulties do management face during the implementation of Performance
5. Solutions/ remedies would you recommend towards resolving these challenges?

D. CRITICAL SUCCESS FACTORS OF PERFORMANCE MANAGEMENT/ PERFORMANCE APPRAISAL

1. What are some of the successes chalked in the implementation of the performance management / performance appraisal in this Assembly?
2. What conditions must be present if the implementation of the performance management/performance appraisal system is to succeed?
3. What necessary steps should be put in place to enhance the successful implementation of performance management/ performance appraisal in this Assembly?
4. If the implementation of the performance management/ performance appraisal system is to be successful, what must be done?



APPENDIX B

INTERVIEW GUIDE FOR STAFF OF THE La DADE KOTOPON MUNICIPAL ASSEMBLY

Introduction

Dear Respondent,

I would like to request your participation in this study, the objective of which is to examine ‘the processes, strategies, implementation challenges and the critical success factors of the performance management/ performance appraisal’ in this assembly. Please read each question carefully and answer it according to how you personally feel about it. There are no RIGHT or WRONG answers. For this study to be meaningful, it is important that you complete all the question. In accordance with the ethics of behavioral science research, individual responses will be completely CONFIDENTIAL. Responses will be considered collectively to determine the processes, strategies, implementation challenges and the critical success factors of the performance management/ performance appraisal system.

Your participation is VITAL. Thank you for your cooperation.

Researcher: Isaac Berkoe Agyarko Tel: 0243065700 Email: ikebagyarko@gmail.com

Interview Questions

A. PROCESSES IN THE IMPLEMENTATION OF PERFORMANCE MANAGEMENT/ PERFORMANCE APPRAISAL

1. What is your understanding of Performance Management/Performance
.....
.....
.....
2. Can you identify some of the processes used in the implementation of Performance Management/ Performance Appraisal in this Assembly?
.....
.....
.....
3. Does Performance Management/Performance Appraisal work in this Assembly?
Yes [] No []
If yes how?
.....
.....
4. Are there steps followed in the implementation of the performance management/performance appraisal in this assembly known to you?
Yes [] No []
If yes, mention or describe these steps.

-
.....
.....
5. To the best of your knowledge what are the processes the Assembly uses in the implementation of Performance Management/ Performance Appraisal?

.....
.....
.....

A. STRATEGIES IN THE IMPLEMENTATION OF PERFORMANCE MANAGEMENT/ PERFORMANCE APPRAISAL

1. Does the assembly use strategies in the implementation of Performance Management/ Performance Appraisal in this assembly?

Yes [] No []

If yes, can you mention some of such strategies?

-
.....
.....
2. Are there policies used in implementing Performance Management/ Performance Appraisal in this Assembly?

Yes [] No []

If yes, can you explain?

-
.....
.....
3. Do you know of particular plans that help in the implementation of performance management/ performance appraisal in the Assembly?

Yes [] No []

If yes, what are these plans?

-
.....
.....
4. Do these policies help in the implementation of performance management/performance appraisal?

Yes [] No []

If yes how?

.....
.....
.....

**B. IMPLEMENTATION CHALLENGES OF PERFORMANCE MANAGEMENT/
PERFORMANCE APPRAISAL**

1. Are there challenges staff face in the implementation of Performance management/
Performance Appraisal in this Assembly?
2. Yes [] No []
If yes, what are some of these challenges?
.....
.....
3. State four (4) or five (5) ways by which these challenges can be resolved.
.....
.....
4. Do staff face difficulties during the implementation of Performance management/
Performance Appraisal in this Assembly?
Yes [] No []
If yes, what are some of these difficulties?
.....
.....
5. What solutions/ remedies would you recommend towards resolving these challenges?
.....
.....

**6. CRITICAL SUCCESS FACTORS OF PERFORMANCE MANAGEMENT/
PERFORMANCE APPRAISAL**

1. Have there been successes chalked in the implementation of the performance
management / performance appraisal in this Assembly?
Yes [] No []
If yes, what are some of these successes?
.....
.....
2. What conditions must be present if the implementation of the performance
management/performance appraisal system is to succeed?
.....
.....
3. Are there steps to be put in place to enhance the successful implementation of
performance management/ performance appraisal in this Assembly?
Yes [] No []
If yes, what are some of these steps?

-
.....
.....
4. If the implementation of the performance management/ performance appraisal system is to be successful, what must be done?

