

UNIVERSITY OF GHANA

**ASSESSMENT OF THE PROSPECTS, SUCCESSES AND IMPLEMENTATION
CHALLENGES OF PERFORMAMNCE MANAGEMENT SYSTEM AT UNIVERSITY OF
HEALTH AND ALLIED SCIENCES, HO GHANA.**

BY

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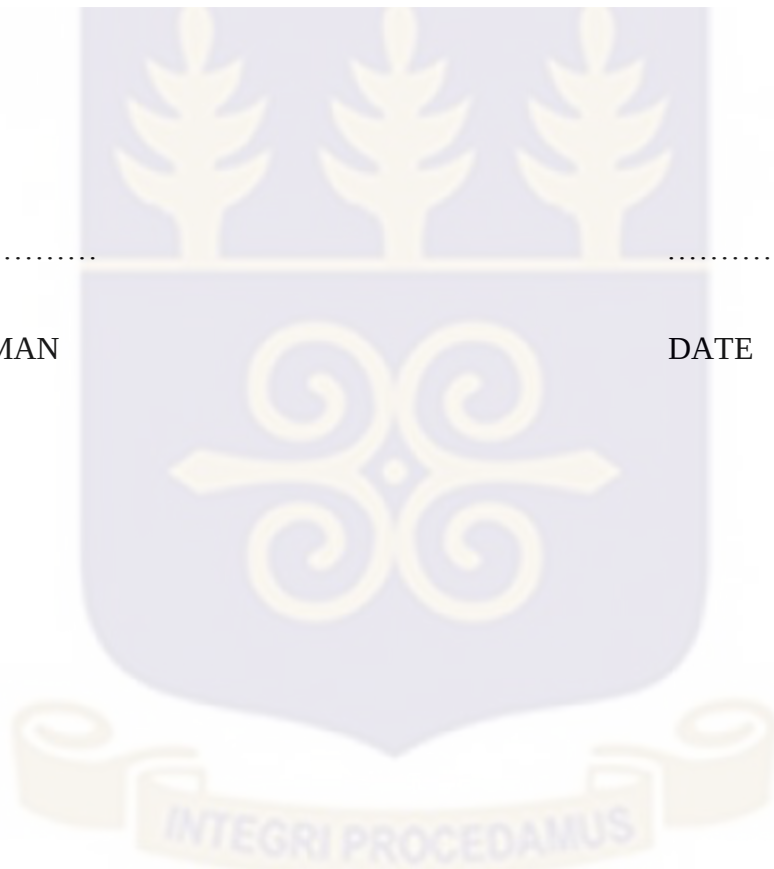
DECLARATION

I do hereby declare that this thesis is the result of my own research undertaken under supervision and has not been presented by anyone for any academic award in this or any other University. All references used in this work have been fully acknowledged. I bear sole responsibility for any shortcomings.

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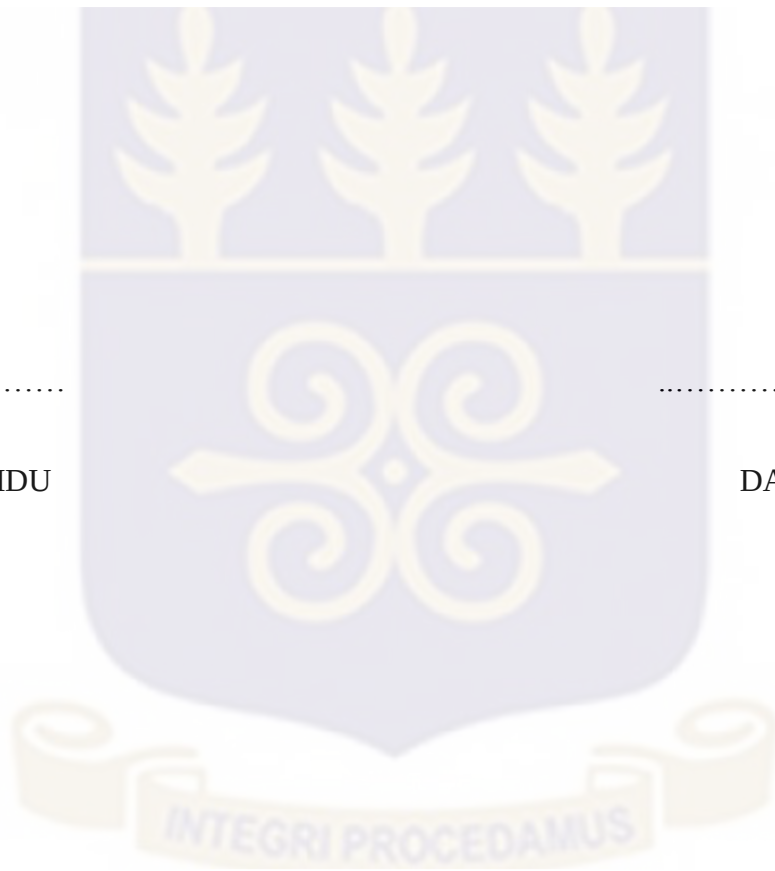
CERTIFICATION

I certify that this long essay was supervised in accordance with the procedures and regulations of this University.

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DEDICATION

I dedicate this project to God Almighty my creator, my strong pillar, my source of inspiration, wisdom, knowledge and understanding. He has been the source of my strength throughout this program and on His wings only have I soared. I also dedicate this work to my husband; Prince Ohene-Agyei who has encouraged me all the way and whose encouragement has made sure that I give it all it takes to finish that which I have started. To my baby girl Nana Ofobea (Offy) who have been affected in every way possible by this quest. Thank you. My love for you all can never be quantified. God bless you.



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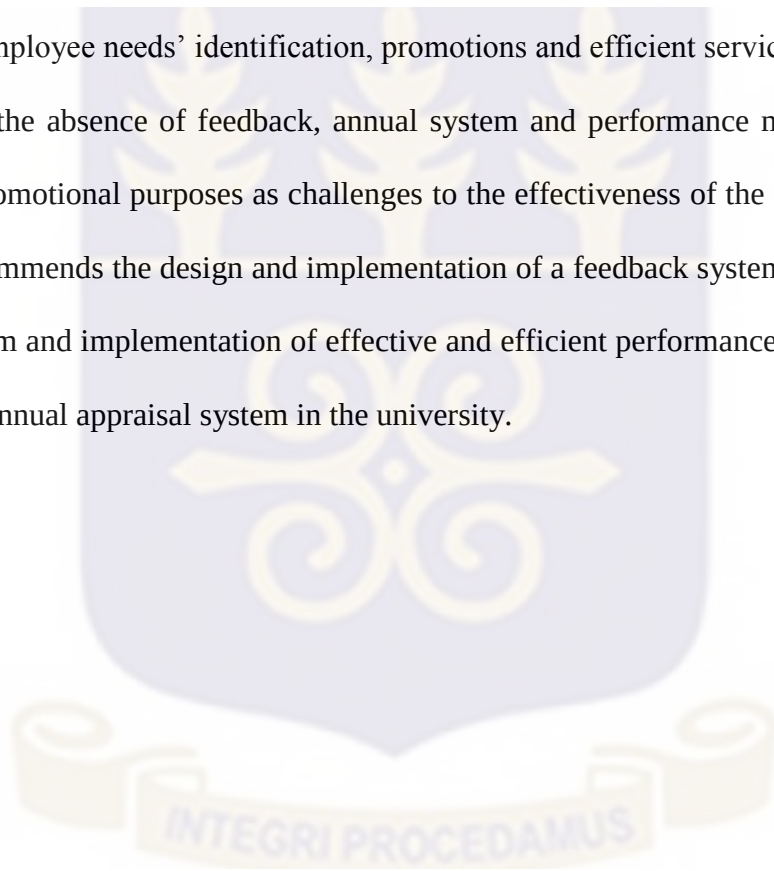
LIST OF ACRONYMS/ABBREVIATIONS

PM	Performance Management
PMS	Performance Management System
UHAS	University of Health and Allied Science
VC	Vice Chancellor



ABSTRACT

The aim of the study was to assess the prospects, processes, successes and implementation challenges of performance management system of University of Health and Allied Sciences (UHAS). The study adopted the case - study approach to undertake the research. In all, twenty-five (25) respondents were selected from various units of University of Health and Allied Sciences (UHAS). The research found that, performance management at the university has brighter prospects and that, the system has a process of implementation and management which has resulted in employee needs' identification, promotions and efficient service delivery. Further, the study found the absence of feedback, annual system and performance management system conducted for promotional purposes as challenges to the effectiveness of the system. As a result, the research recommends the design and implementation of a feedback system, regular employee assessment system and implementation of effective and efficient performance assessment system instead of mere annual appraisal system in the university.



CHAPTER ONE

INTRODUCTION

1.0 Background of the Study

Employee performance is a necessary requirement for organizational survival. In the words of Church and Wacławski (2009), regardless of one's place of work in terms of the nature, size, organogram, characteristics, the kind of job and other related matters in organizational settings, employee performance becomes the archive heels and most critical part of organizational performance ones there are employees in place. However, provision of quality service to the principal welfare of any organization has become a problem in the public service. This has an undesirable effect on the level of service delivery. The quest to improve employee performance at the organisational level, increase productivity on the part of individual employees and teams has led to the civil service as well as individual private organizations instituting several schemes and measures. One such measure has been the introduction of performance management systems in organizations.

According to Aguinis (2014), employee performance management is a gradual process that seeks to identify, measure performance of individual employees as well as teams at the organizational level and which aligns performance with the strategic goals and vision of the organization. Thus far, employee performance has a positive relationship with organizational goals.

The primary objective of performance management systems is to identify employee weakness and improve performance over time. Performance management is a systemic process that includes performance appraisal. Performance appraisal is thus the stage of performance management that identifies, measures and evaluates individual performance with the view to

establish their weaknesses and strength and manage them to contribute to the growth and development of organization (Aguinis, 2009). Managing employee performance has been identified as one of the achilles heels of organizational strength and performance. This is because, human resources is considered the most important resources in organizational management as it seeks to employ or make use of other organizational resources (Candy, 2004; Pulakos, 2009). Despite such recognition of performance and human resource management at organizational settings, studies have established that, less than a third of employees believe their organization performance management systems assist in improving their performance and performance management for that matter ranks low in amongst the topics in employee satisfaction survey (Pulakos, 2009).

The quest for a shift and attention from other organizational resources to human resources with its attendant evolution of performance management has been occasioned by the contemporary challenges bedeviling organizations and human resource management for that leading to the search for dealing with the evolved problems, (Burchner, 2007). The presence of performance management schemes thus offers opportunity for integration of various human resource schemes for managing performance. Armstrong (2000) contended that, the evolution of performance management systems in organizations gives room for the introduction and subsequent integration of HR schemes and strategies that seeks to complement organization's HR architecture attain desired results and performances (Pfeffer, 1998). Similarly, Verweire and Van Den Berghe (2004) and MacDuffie (1995) posited of performance management being valuable to employee and organizational performance if the various aspect of the system is integrated to create a mutually reinforcing systems or conditions that aid in attaining desired outcome.

Attaining increased performance and productivity has been the major objective of performance management systems, the world all over, studies have shown that task and contextual factors must be taken into account in a good performance management system. Kuvas (2007) reported that intrinsic motivation played a key role between the relationship of organizational goal setting and feedback on hand and self-reported performance on the other hand. A well instituted performance management system is cyclical in nature and involves several stages or processes that seeks to achieve the objectives of the system's introduction and contribute to employee as well as organizational performance and growth by unearthing the performance bottlenecks of individual employees whereas offering room for development and advancement of skills and knowledge towards attaining organizational objectives. In organizations that use performance as basis for pay and other related HR decisions, performance management systems must be managed fairly and equitably (Pulakos, 2004).

1.2 Research Problem

In modern organizational settings, studies have shown that, human resource has been the Achille heels and most important resources in organizational management. This is because, human resources make use of other available resources in organizations, creates and innovate new ideas, skills, knowledge and serves as the point of reference for competition. Following this, prominence has been given to human resource management with its attendant presence of performance management systems (Shearer, 2006; Armstrong, 2009). Thus far, Gruman and Saks, (2011) reported that, performance management serves as one of the most critical measures of attaining effective human resource in organizational settings. Attaining effective and efficient performance management systems is by aligning employee skills, effort and work process with the strategic goals and objectives of the organizations as this serves to make employee an

integral part of the work process by knowing the goals and aspirations of the organization and as well directing his/her effort towards their attainment (den Hartog, et al., 2004; Fletcher, 2001).

However, the attempt to implement a robust performance management system that will institutionalize a performance-driven culture in both private and public-sector organizations has been a difficult and arduous task and bound to face some challenges (Fryer et al, 2009; Halachmi, 2011). Lack of top management commitment, lack of adequate understanding and support, lack of adequate resources, negative attitude towards the system, poor organization culture, lack of employee involvement are some of the challenges to hamper the implementation of performance management system in an organization (Fryer et al, 2009; Halachmi, 2011). In Ghana today, performance management has attracted much attention in the public service. Public higher educational institutions have also made attempts to implement performance management systems to achieve the objectives of their organizations. However, concerns have been raised against the wholesale importation of performance management systems into public higher educational institutions which are classified as not for profit without regard for consideration of the particular context of public universities (Cheverton, 2007).

The University of Health and Allied Sciences (UHAS) case is not different. The University of Health and Allied Sciences was established five years ago by an Act of Parliament (ACT 828, 2011) as a public university in Ghana. Since its inception, the University of Health and Allied Sciences has implemented employee performance management system in order to align individual employee objectives to the strategic objectives of the University. Moreover, the system sought to improve employee performance and enhance quality administration of the University in order to be able to compete with other tertiary institutions in the country.

However, events in the institution seem to show that implementation has not been effective. Since the introduction and implementation of the performance management in the University, not much has been achieved in terms of employee commitment and performance. This has affected the morale and motivation of staff. Employees therefore tend to show no interest in the performance management practices in the institution. This can be attributed to a number of challenges such as: the lack of regular feedback from supervisors, thus employees do not receive feedback after performance appraisal; the lack of reward and sanctions in place; instead of a face to face approach to the performance appraisal by both employee and supervisor, it is done separately; and moreover training programs are not linked to performance appraisal reports. There is therefore the need for an in-depth investigation to unravel the reasons for the poor implementation of the performance management system at UHAS.

Moreover, previous literature on performance management shows very few comprehensive studies on the critical elements for the successful implementation of performance management in the public sector, particularly higher education institutions in Ghana. This study thus sought to address this important gap or deficit by exploring the processes, prospects and constraints in employee performance management within a University work setting using the University of Health and Allied Sciences as case study.

1.3 Research Objective

The main objective of the study is to explore the processes, prospects and challenges in employee performance management in the University of Health and Allied Sciences. The specific objectives to achieve the general objective of the study are:

1. To identify the prospects in the implementation of performance management system at UHAS.

2. To assess the processes in the implementation of performance management system at UHAS.
3. To explore the challenges in the implementation of performance management system at UHAS.
4. To examine the critical success factors in the implementation of the performance management system at UHAS

1.4 Research questions

1. What are the prospects in the implementation of the performance management system at UHAS?
2. What are the processes used in the implementation of the performance management system at UHAS?
3. What are the key challenges facing the implementation of the performance management system at UHAS?
4. What are the critical success factors in the implementation of the performance management system at UHAS?

1.5 Significance of the study

The findings of the research work will result in the following significance;

First, the study will outdoor the challenges faced by both management and staff in the implementation of performance management to management of the system. Knowledge of the system's challenge will aid management in effectively managing and dealing with the various implementation challenges thus resulting in full realization of the system's benefits.

Secondly, the recommendations of the study will help the institution as regards the most likely remedies to the various implementation challenges confronting the system. By this, measures

will be appropriately instituted to resolve all challenging factors that undermines the system's effective. This will in the long run help in attaining effective performance management system in the university.

Further, the findings of the research work will help unearth the importance of the system to human resource management in the university. This is possible as the study's objective is to find out the successes of the system so far to performance of employees and entire organization. By this revelation of the system's significance management and entire employee will be committed to the full details and principles system thus resulting an effective performance management system.

Finally, the findings of the study will help other institutions, both private and public realize the contribution of performance management systems to human resource management in organizations. Following this knowledge organizations will be committed to either implementing or enhancing already existing performance management related programmes.

1.6 Scope of the Study

The study covers the prospect, process and challenges in the implementation of the performance management system at the University of Health and Allied Sciences, Ho. The scope covers employee performance management and will focus only performance management of administrative staff at the University of Health and Allied Sciences.

1.7 Theoretical Perspectives and Conceptual Framework

1.7.1 Goal-Setting Theory

This study is underpinned by the Goal setting theory by Edwin Locke in the 1960s, strongly underscores the significant relationship between setting goal and improving performance.

Lunenburg's (2011:1) scholarly assessment of goal theory gives credence to the fact that "effective performance is attained when goals are specified, when they are made as the center and focal point for evaluating employee performance and linked to feedback on results and create commitment and acceptance". The continued emphasis on the relationship between goal setting and workplace performance anchored on certain key elements such as an individual (team) commitment to the goals and having essential ability to achieve goal is still relevant in these contemporary times. In any case, no organization in our current generation exists without pursuing one goal or the other.

Lunenburg, further noted that "programmes such as management by objectives, high-performance work practices, management information systems, benchmarking and stretch targets among others are an explicit demonstration of the development of specific goals". These concerns have inspired Locke and Latham (2002), to define goal as a task a person consciously desires to obtain or the object of an action. Goals, therefore, provide the roadmap for direction and action. satisfaction and further motivation from the model, values and goals are the two main cognitive determinants of performance. Employees' values create desires and emotions to direct attention or mobilise efforts consistent with performance targets.

Once goals are set, employees' behaviour need to change in order to work towards achieving the goal and improve performance. Given the fact that their present performance level is not translating into achieving desired goals, it is characteristic of individuals and teams to typically become either motivated to increase effort or change strategy. It means the ability to set challenging goals motivate people to brainstorm in order to come out with ways and means that could enable them to perform at the required goal levels. If goals translate into outcomes, employees become satisfied and are more motivated to do more. However, if performance fails

to meet expected outcomes, employees become frustrated and demotivated. Goal setting requires that deliberate steps are taken to set performance targets in order to achieve worthy outcomes (Locke & Latham, 2002). In conclusion, goal-setting theory can lead to two outcomes. Firstly, if employees accomplish the goal, they become satisfied and are motivated to do further. Secondly, however, when employees are unable to accomplish goals, they become frustrated and hence their motivation lowers.

According to Lunenburg (2011), employees usually give off their best when targets are set for them for attainment. This is particularly so when goals for attainment are linked to their job descriptions and task falls within their capability. More so, a team of collective organizational goals where team members are obliged to perform towards the attainment of the team or group's goal increases performance and productivity than when they are linked to individual goals and performances. That notwithstanding, a process of fusing group and individual goals is more effective at the organizational level than either individual or group goals alone.

The theory strongly fits into performance management (PM) because it examines the relationship between goals and performance. This is consistent with the core steps of a PM system by Andrews (2014) who claims that PM directs the attention of individuals and teams to achieve set goals towards the improvement of an organization's performance. His research supports the growing assertion that the most effective performance results are more easily attainable when goals are specific, tied to feedback system and made a benchmark for assessing employee performance and create commitment and acceptance. Within the public sector, PM has become the focus of managing for results and it is complementary to the traditional emphasis on managing inputs and managing processes. This theory thus was chosen in order to achieve the

third objective of the study. There are however several crosscutting reasons accounting for the positive impact of goal setting on performance.

Such a survey is capable of equipping individuals so as to increase their attention on set goals that need to be actualized immediately as opposed to postponing until a future date. Concomitant with the public sector including the local level, the goal attainment model typifies the magnitude organizations can translate their core mandate in concrete terms. It is also possible to assess employees' performance based on assigned roles and tasks either internally while improving customers and the general public's perceptions. This motivational theory is associated with some strengths. For instance, it helps to determine a process of cognitive abilities that distinguishes individual employees at work. At the organizational level, various factors, both material and non-material motivates employees to work greatly towards organizational growth and development. The theory also underscores the relationship between goals and performance.

From a management point of view, the theory affords managers the opportunity to know the tolls for motivating employees by identifying the things that needs to be done. Notwithstanding the strengths of goal setting theory, there are a few weaknesses. Foremost, Locke and Latham's (2002) assertion is that it propels organizational members to set easier instead of more difficult goals in situations where goals and monetary rewards are combined concurrently. In some cases, employees have set goals with their institutional heads even when those goals have been achieved already. Second, setting goals at the organizational levels directs the attention of employees to narrow and easy measurable goals that could be achieved whilst leaving out difficult but important task and goals that cannot be achieved easily. Third, establishing

performance indicators and goals may not be effective when employees are learning new and difficult task.

1.7 Organization of the Study

The study shall compose of five chapters. The first chapter deals with the introduction, background of the study, statement of the problem, objectives of the study, significance of the study, scope, theoretical perspectives and conceptual model and organization of the study. Chapter two of the study shall review related literature review and is organized under the following sub-headings; concepts of performance management, performance management processes, performance management tools, benefits and challenges of performance management practices in organizations and concluded with empirical studies of related works on performance management practices. The third chapter presents methodology which is treated under the following; research design, research instrument, sampling and sapling size, data collection procedure, data analysis, ethical consideration. The fourth chapter discusses data presentation, analysis and interpretation. The last chapter covers the summary of major findings, conclusions and recommendations.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter discusses literature review and is sub-divided under the following; concepts of performance management, performance management processes, and tools, benefits and challenges of performance management empirical studies of related works on performance management practices.

2.1 Concept of Performance Management

The term performance management has often been replaced with similar concepts such as performance appraisal, and performance-related pay schemes amongst others. However, the performance management as a process goes beyond mere performance appraisal and performance related pay schemes. According to Aguinis (2014: 1), performance management is a “continuous process where performances of individual employees and teams are measured, identified and developed as well as aligned with the strategic goals of organization.” By this definition, performance management encompasses two main objects; a continuous process of managing performance and aligning performance with strategic goals. Inferring to the concept of continuous process in performance management, performance is a cyclical and an ongoing process which begins from developing organisational goals, mission and objectives, observing and examining performance of individual employees, coaching employees on performance related issues and giving feedback on performance.

Moreover, on organizational goal alignment with employee performance, it connotes a system where organizational heads assume the responsibility of ensuring that the performance, behaviors and activities of individual employees is in tandem with the goals and objectives of the organization resulting in improved performances and productivity. On the part of the Local Government Management Board (LGMB), (1993), and the Audit Commission (1995) in UK, Performance Management (PM) is a model that encompasses the functions and processes that may be used to manage both organizational and individual performance". This view of the concept of PM establishes an integrated approach to the management of performance and enhancing of accountability in organizations. Adkins (2006) in a similar study on performance management is explained as a concept that aims to afford managers and employees the opportunity to enhance the direction of their organization. Arguing further, he indicated that, the concept of performance management direction should be as clear and focused directly on the organization's defined corporate objectives and strategy. Armstrong and Baron (2004) on their part explained performance management as human resource management system that aims to contributes to the effective management of individual employee and team's effort in relation to the goal attainment and high levels of performance of organizations.

To this end, performance management system goes beyond an annual situation where employees are made to fill forms by the human resource directorate of their organization. In cases where employees only fill such forms, such a system cannot be termed as performance management system. Moreover, a mere evaluation scheme without consideration of the performance and contribution of individual employee to organization's total output and how employees' performance will improve in future cannot be termed as performance management

Juxtaposing the above definitions of performance management, the concept of performance basically is about organization's aligning goals to individual performances so as to attain results. It aims to achieve the vision, goals and objectives by bringing on board all individual employees as well as harnessing their strength and capabilities towards this effort. To this end, the above varying conceptions of performance management are critical to the study, however, the study employs the definition provided by Aguinis (2014) as the basis for further discussion and analysis in this work.

2.2 Purpose of Performance Management

Empirical studies on performance management have shown that, varying degree of reasons account for the institution of performance management schemes in organizations. A search in the literature on performance management has Aguinis (2009) indicating that, performance management schemes could be instituted to achieve either one or more of objectives like; salary administration, performance feedback and feed forward, employee strength and weaknesses identification, and development of training needs amongst others. Cleveland and Murphy (1989) however presented six main purpose for which every performance management scheme could service. On their part, performance management serve purposes in areas of strategy development, administration, information, development, organisational maintenance, and documentational objectives. A similar position expressed by Armstrong and Baron (2005; 2) has it that "performance management aims is to achieve high performance by organization and employees. The focus here is to achieve organisational goals such as speed in service delivery, quality of service delivered, amount of productivity, higher profits, maximization of shareholders wealth and others".

Examining further, Pulakos (2009: 5) states that “if the performance of employees is managed effectively, the outcomes will motivate employees to put maximum effort into the work, improve productivity in the whole organization, align performance with organisational goals and strategy, and others”. Juxtaposing the above narrations of the benefits of performance management systems, if organizations do not manage such systems effectively, there is the possibility of resulting in high turnover rate, reduction in productivity returns, waste of resources, and demotivation on the part of employees, poor identification of employee needs amongst others (Pulakos, 2009).

2.3 Features of Performance Management System

According to Fryer et al. (2009), the concept of performance management exemplifies characteristics but not limited to the following; provision of feedback and use of results, commitment on the part of organizational leadership, alignment of organizational goals, mission and objectives with performance management systems, strategies for improving performances, participation of stakeholders, and continuous observation.

Similarly, Chang (2006) identified features of performance management as; the effective use of technology for communication, monitoring and provision of feedback to employees; emphasizes training of managers to attain the requisite skills towards the management affairs of the system as well as serve as coaching to the employees on their various needs. It also emphasizes training for employees on their identified capabilities; and a dynamic system that is suitable for changing workplace realities, such as working in teams and changing work arrangements. Moreover, empirical studies conducted by Wang and Berman, (2001); De Waal, (2003); Franco and Bourne, (2003) also agrees to the various features of performance management discussed above.

Bititci et al., (2006) on their part noted that, “essentially a performance management system must not be still but must mature as the management style and organizational culture advances”. Chang (2006;765) also states that “*the key to successful performance management is ensuring congruence between all operational activities, covering employees at all levels in all departments and requires total management commitment to teamwork with the sole aim of achieving organisational objectives*”.

2.4 Benefits of Implementing Performance Management Practices

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

- i. Performance management improves profits and returns on organization’s operations as employees’ productivity and work quality improves greatly.
- ii. Performance management increase the responsibility rate of employees at the organizational level. This is particularly so as the system communicates job descriptions and expectations to employees making them accountable for their actions and inactions. This thus greatly results in improvement in performance
- iii. Performance management ensures fair and equitable treatment of all employees as standards are set for promotion, salary and performances.
- iv. Performance management reduces organizational conflict and enhances quality of life.

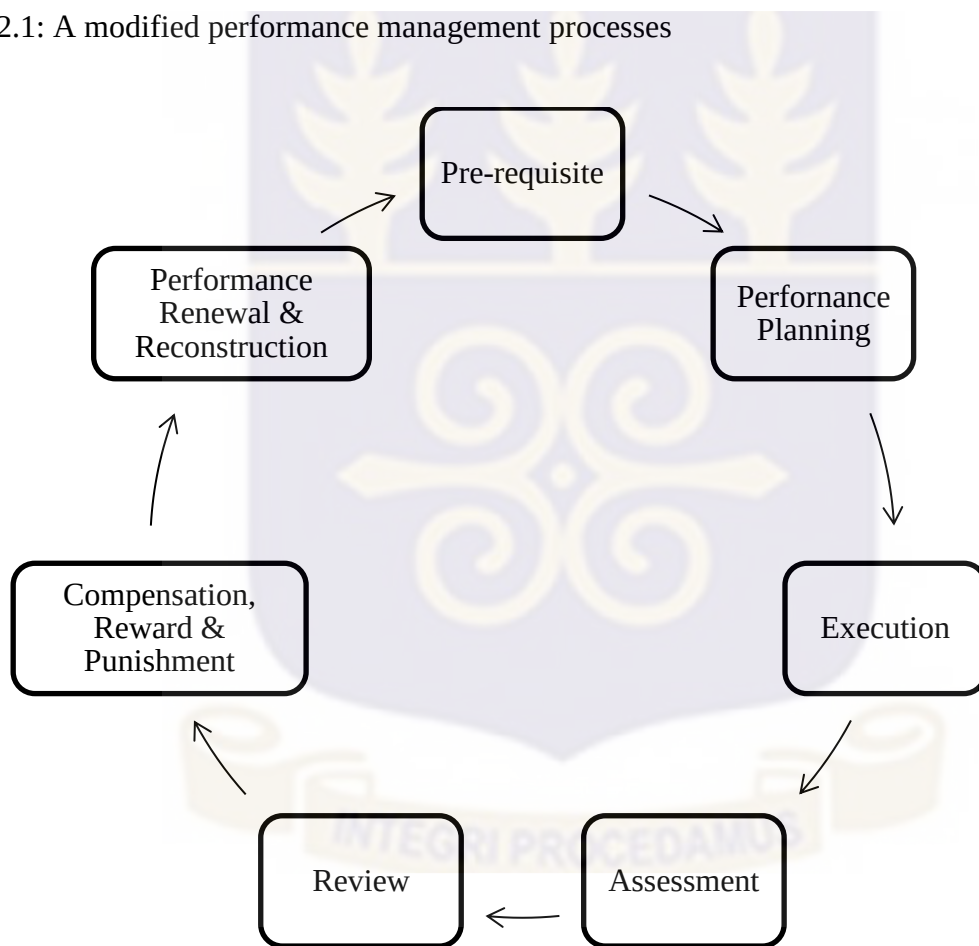
Similar views on the benefits of performance management has been expressed by other researchers. For instance, Adams and Embley (1988) indicated that “a well-formed PM process gives the organization a powerful tool for addressing poor performance issues, should they arise. They further argued that if the employer and employees have agreed upon what their duties and responsibilities are, then both parties have something to refer to when they are not holding up

their end of the agreement”. In a similar expression of the benefits of performance management systems, Aguinis (2007) and Armstrong (2006) presented that a good performance management system has the possibility of increasing employee motivation and self-esteem since the goals and objectives of organizations are made clear to steer performances.

2.5 Performance Management Process

This section presents the performance management cycle as illustrated in figure 2.1 below.

Fig.2.1: A modified performance management processes



2.5.1 Pre-requisite

Aguinis (2009a) presented that, for the successful implementation of performance management systems, two main conditions termed prerequisite, namely knowledge of the organization’s mission and strategic goals and the knowledge of the job are critical. For instance, if employees

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

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

2.5.2 Performance Planning

At the beginning of the performance management system or cycle is performance planning. At the performance planning state, management of the organization and the employees plan and draw together employee's expected behavior as well as their results. Decisions are reached on

the result that is required to be achieved by the various employees. Again, the expected behavior that is likely to results in the accomplishment of the expected behaviors are discussed and appropriately drawn. This is important because employees will have to be abreast with their expectations and subsequent behaviors.

2.5.3 Performance Execution

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

2.5.4 Performance Assessment

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

2.5.5 Performance Review

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

2.5.6 Compensation and reward

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

2.5.7 Performance Renewal and Recontracting

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

2.6 Challenges in Performance Management Practices

Studies on performance management has uncovered that, even though performance management in some instances has provided gains to organization’s and individual employees, the system in most countries and organization has been met with several challenges. A search in the literature of performance management has uncovered the following challenges;

2.6.1 The Challenge of Aligning Organizational Goals and Individual Goals

One topmost challenge in performance management system has been the issue of aligning organizational goals to individual employee goals. Panda (2011:18) reported that, “the organizational objectives and measures taken at the strategic levels have to be cascaded from the top level to the lower level. He further argued that individual employees’ role and goal clarity, setting individual targets, designing performance benchmark for different level of employees,

providing necessary human and technical support to employee's and other related strategic and functional aspects are the challenging areas in performance management practices". Similarly, Simpson (2001) reasons such as lack of clarity in organizational goals and objectives; lack of departmental/unit goals setting; and absence of feedback after appraisal especially in large organizations.

Simpson (2001:19) further noted that, "for performance management practices to be effective in most organizations, they should develop clear corporate objectives for doing performance appraisals. Managers and employees in the organization should understand the significance of undertaking appraisals. Again, the procedure of performance evaluations in most organizations lack credibility. He further argued that the failure of many managers in most organizations to clearly spell out to employees, the aspects of the job to be evaluated and the standards against which performance would be measured has been a big challenge".

2.6.2 The challenge of linking pay and reward to performance

Another area of concern in the literature on performance management has been the issue of linking pay and reward to performance. Panda (2011) reported that, performance management systems require the institution of reward systems and periodic reviews and that such functions have always been challenging for managers and supervisors. Linking performance to incentives have thus become one of the controversial areas in performance management related functions in organizations as neutrality in rating which determines pay schemes is difficult to come by.

2.6.3 The challenge of measuring performance

Measuring performance accurately has become one of the challenges in performance management related functions in organizations, around the world. Lack of clarity in performance measures resulting in unfair rating and evaluations often affect the credibility of performance

management systems. Armstrong and Baron (2005:78) contended that, performance management schemes are “controlled and implemented by HR department for linking performance with pay which does not motivate the managers because they hesitate to give opinions that affect their colleagues pay, this leads to rating error and bias”.

2.6.4 Rating Biases

Performance management has been tagged as been preoccupied in most instances by rating bias challenge. Failure to communicate performance expectations, bias or poor judgement by the appraiser, poor goals linkages are having been reported to have had effect on rating schemes in performance evaluation effort. Aguinis (2007:37) identified various forms of likely bias errors during rating as the “halo effect, central tendency, first impression error, similar to me error, leniency or strictness bias, and relationship effect are all challenges in performance management practices”. Patton (2001:277) identified two weaknesses of performance appraisal at the division level. First, “lack of relevant competitive information that adds objectivity to the appraisal process and second, the lack of will power to apply the information”.

2.6.5 The challenge of using Management by Objective (MBO)

Management by objectives (MBO) has recently been accepted as a common performance management practice in most organization. Studies on MBO has however criticized it as only focusing on result rather than the means to attaining results such as job behavior. Aguinis (2007:78) is of the opinion that “MBO is not appropriate in situations where we need to know how the results are achieved”. Similarly, Carvalho (1972) presented three main challenges of using MBO as “difficulty in measuring performance; difficulty in getting subordinates to accept the program that is recognize, and develop measures of shared responsibilities and finally, difficulty in determining what are appropriate objectives”. Using MBO thus affects the

effectiveness of performance management and evaluations as organizations only focus on results rather than means.

2.7 Performance Management- The global Perspectives

2.7.1 The Case of South Korea

South Korea is ultimately influenced by its Confucianist traditions. This has resulted in an effect on its human resource management culture in organizations through norms and values kinship and collective behavior (Rowley, 2002). By this, human resource and performance management has been influenced to be collectivist in nature. According to this system, seniority depends largely on lifetime employment and tenure related payment (Rowley and Bae, 2001). However, relatively recently, management in organizations in South Korea has seen a shift to a more individualistic, merit-based system emphasizing greatly on performance and competencies. Overtime, there has been the presence of a new pay for performance called “yunbongje” which has been adopted as a means to managing human resources recently (Yang and Rowley, 2008).

The system is characterized by differences in pay resulting from differences in individual contributions to work and organizational performance. This thus has come to change the tradition of differences in pay resulting from seniority or period of service in organizations. The system increases sets payment plans by increasing the proportion of performance-linked variable pay, and competition among employees, which distinguishes pay. As a result, performance management systems have been an integral part of human resource and organizational management.

2.7.2 The case of Malaysia

In Malaysia, performance appraisal is based on the presence and policy of new performance appraisal system implemented in 1992. The system entails four different schemes, namely

alignment to departmental goals and objectives; appraisal report preparation; coordination of performance appraisal and salary movement and, salary determination movement (Ahmad and Ali, 2004). The system ensures that, hardworking employees are entitled to three times incremental pay system or rises. The system's introduction has however been met several with criticism and challenges particularly in the public sector. For instance, the system has been criticized to have fairness problem in the evaluation process. Many employee unions and associations considered the system to be made of appraisers who did not have much knowledge on the system's implementation (Abdul Hamid, 1996; Mohd Zin, 1998). Again, appraisers were accused of being biased and not fair with the system well (Abdul Manap, 1996).

Another issue of challenge has been that, performance and outcome-oriented appraisal is new to Malaysian employees and thus they were not comfortable with the new system. This is because, the system involves a continuous assessment of employee's actual work performance in relation to various work objectives and job descriptions. Accordingly, the Malaysian system of performance management conflicts with the norm and values of the society due to the high distant culture (Abdul Manap, 1996).

2.7.3 Performance Management- The African Perspectives

Empirical studies on performance management in Africa shows that, the system has been practiced in most organizations and countries as well and that it has been managed in organizations by the human resource department (Mpabanga in Kamoche et al 2004). Studies on performance management in Africa has concentrated on both public and private institutions including foreign companies operating in African countries. In an examination of performance management practice in Africa, Siebers and Kamoche's (2013) studied the practice of the system in Kenya by multinational companies and found that, in most cases the system is practiced by

means of organizations developing job descriptions for employees through which workers are informed of the expected outcomes and job targets, procedures for performance monitoring. At the same time, organizations would review performance at the end of predetermined period (Kamoche et al., 2004). The aim of this system is to identify the weaknesses of all employees with the anticipation of drawing various schemes to resolving their challenges.

Similarly, in the case of Botswana, Uganda and Senegal, performance management in both public and private organizations involves the development of specific job descriptions where employees are given the requirement of the job to be performed in a given organization or department (Mpabanga in Kamoche et al 2004). The system also contains a description of the expectations on the job as regards what the organization yearns from the particular individual employee at the end of the scheduled period. After performance expectations is performance appraisal schedule which in most cases, particularly public institutions have become strict measures with guidelines for performance management.

At the appraisal stage, various techniques and methods are provided by the human resource unit of organizations and they include rating scale, incident analysis, management by objectives, employee competency and employee comparison (Kamoche et al., 2004). This situation is not different in other African countries, like Nigeria, South Africa, and Ghana. For instance, in South Africa, Siebers and Kamoche's (2013) argue that, performance management systems are practiced by means of organizations developing job descriptions with detailed performance expectations being discussed with various employees. There is also a period for appraisal where employees are required as part of the system to fill appraisal form taking into account their various job descriptions after which the organization uses the filled-in form for further processing. A review of the literature on performance management in Africa reveals that,

generally, performance in Africa is preoccupied with the objectives of assessing the actual performance of employees to organization's growth and development as against various set targets, achievement employee development by identifying the various weaknesses on the part of employees, to create a guide for various new roles and responsibilities, to aid promotions and as a means for working out wages and salary increments modalities (Kamoche et al., 2004). A clear analysis of the most empirical studies on performance management in Africa reveals that, almost all countries' performance management system or methods are conceptualized and are almost the same as some countries even study the system from other African countries (Kamoche et al., 2004). Kamoche et al, (2004) presented that, performance management in most African countries have led to the identification of weak performances particularly in the public sector. Moreover, that, the system has helped improve public sector delivery in most African countries like South Africa as employees have been trained in most critical sectors of their occupations that lacks knowledge and skills. To this end, he presented that, performance management in Africa all though somewhat new, countries that have attached particular importance top it has benefited greatly from the system's implementation. Further analysis of performance management systems in Africa had Siebers and Kamoche's (2013) argued that, the system in most countries have been fraught several challenges impeding its effectiveness. Among the list of challenges mentioned were, politicization, lack of focus and attention, cultural factors resulting from collectivistic nature of the African people, turnover of public sector institutional heads due to political and change in government and the lack of financial commitment on the part of most government towards the system.

2.7.4 Performance management in the Public sector

Performance management has been referred to as the leading scheme in public sector reform in most parts of the world in recent times (Moynihan 2008; Heinrich 2007; Radin 2006; Hood

2006). Moynihan (2008:18) believes that “performance management was followed as portion of the wider bundle of reform commonly referred to as the new public management”. Examining the presence of public sector performance management scheme around the world, Williams (2003:27) indicated that, “performance management is not a modern-day invention as it was existing even in the early 1900s and that, the New York Council in the early 1900s was breaking down information and setting focuses to report recorded action and figure future performance which suggests that performance management was a key administrative part then as it is today”. In the view of Armstrong and Baron (2005) term “performance management” was not common until the 1970s. In recent times, performance management has been regarded as part and parcel of the public administration setup and is currently one of the most talked about issue of public sector human resource management (Ferlie & Steane, 2002). Rhodes et al. (2012) on their part alluded to the findings of Ferlie and Steane, (2002) and noted that “performance management in the public sector is topical both for professionals and academics and that there are various publications and advisor driven projects on the topic”. In furtherance to the above, Fryer et al. (2009:58) discussed that, “normal enhancements in performance, responsibility, straightforwardness, quality of service and value for money have not yet appeared in public administration. To them, there are three classes of issues with performance management in public administration – specialized, systems and inclusion. Fryer et al. (2009:61) additionally include that externally forced restructurings and redesigns confine the effective usage of performance management systems”. Another study by Rhodes et al (2012) found that administrative culture impact greatly on the pace of change process. Rhodes et al (2012:13) additionally agree that “monetary and political emergencies happening together quicken the presentation of incorporated performance management systems, yet that trust in government does

not seem, by all accounts, to be a huge variable”. The study further noted that political stability / responsibility, will push governments to “prioritize “external” performance measures, for example, client service, support and transparency objectives over “internal” performance measures, such as, financial, employee management and entire of government reporting”.

2.7.5 Performance Management Implementation in Ghana

In the case of Ghana, empirical studies suggest that, performance management has been implemented in most organizations both public and private and that performance management framework was proposed in the year 2007. The primary objective of such policy initiative by the government was to build up systems and mechanisms for evaluating public sector employees particularly those at the helm of affairs like Chief Directors and Directors (Appiah-Adu & Aning 2012). The system also sought to attain standardization in the public sector and to provide a strategy for compensating better performances.

Despite the seeming clear objectives of the policy introduction in the public service of Ghana, studies indicate that government support for the policy was minimal. For instance, Ohemeng (2012), reported that, cabinet of Ghana at the time did not support the policy due to several factors. Among the list of factors, Ohemeng, (2012); Ohemeng and Owusu, (2011) identified as the first reason was that the draft policy was finished close to the end of the last term of the President, considering that the attention of the President was more on the elections than improving upon the administrative system of the country. The second reason was that, there is high rate of turnover among Heads of the Civil Service. They believe that the frequent changes in the leadership of the service has in one way or the other contributed to Ghana’s inability to adopt a policy on performance management. Despite this, performance management in the public sector has been introduced for some time in Ghana. Examining the implementation of

performance management in Ghana's public sector, it has been reported that the scheme has been occasioned with several challenges impeding the effective and efficient realization of the benefits of performance management systems, overtime. Studies have shown that implementation of performance management system in the civil service of Ghana, has witnessed greater challenges which have undermined its effectiveness and efficiency (Ohemeng and Owusu, (2011); Ohemeng, 2009; Issachar, (2009)).

In an estimation of the various challenges bedeviling the effectiveness of performance management in the public service of Ghana, Ohemeng and Owusu (2011) reported that, the system in the civil service in particular has been fraught with issues of lack of political commitment, inability to graduate from mere workforce administration to human resource management, lack of budgetary and financial consideration as well linkage between performance management schemes and national spending, gradual change of heads of civil service management and the lack of change management as some of the very core challenges affecting the effective implementation of performance management schemes in the Ghanaian civil service.

In a further analysis of the challenges, Ohemeng (2009) identified issues of culture, institutional discontinuity, lack of rewards for hard working employees and absence of punishment for poor performing ones, lack of political will, as well as lack of commitment among key institutional heads have been the bane of performance management issues in the Ghanaian public-sector management. A similar study by Issachar (2009) has uncovered the following as challenges of public sector performance management system in Ghana, low level of official responsibility/contribution and support for performance management framework, poor capacity for setting clear targets and objectives, and measuring and assessment criteria for performance evaluation, the failure of the assessment system to differentiate between effective and ineffective

performance, employees finding the process worthless because it did not contribute to career progress, advancement and motivation in organization, the absence of a visibly defined, pronounced and enforceable performance management policy and the appraisal forms concentrating exclusively on promotion, and not on training and retention.

2.8 Policy Implementation

According to Wildavsky and Pressman (1977) they see implementation to be an aspect of a general program which follows the beginning of goal setting, reaching a consensus and being devoted. Again, to fulfill a particular policy, 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.”

In the words of Barrett (2004:254), he outlined 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 this it can clearly be seen that there is no single or best method of the implementation of policies. It has therefore becomes important for implementers to be aware of ways to reach at the implementation of policies

2.9 Theories of implementation

2. 9.1 Top Down Approach

The top-down model is the process of policy, project or programme implementation by an executive order or from the topmost hierarchy of decision making in an organization, country or government to the grassroots of the implementation channel. It is system of command and control from the top to the bottom of the management channel. The top down model is clearly characterized by hierarchy of authority, rules and regulations from the top and resources and capacity to perform functions from the topmost of the hierarchy chain (Elder, 2011). An important aspect of the top down model is the fact that, it often starts with decisions from the central government. The model is essential in managing national policies and programmes while ensuring effectively delivery of goals and objectives. However, it often lack local or community participation due to its centralized nature.

2.9.2 Bottom –Up Approach

The bottom up model enjoins policy or project implementation with the local community or beneficiaries otherwise regarded as streets bureaucrats (Matland, 1995:146). The basic assumption of the model is that streets or local bureaucrats are the real implementers of policy initiative. Moreover, bottom-uppers argue that if local bureaucrats (implementers) are not allowed since they can effectively implement programmes with regards to local conditions (Matland, 1995:148). As a result, bottom uppers argue that, the goals, strategies and objectives of programmes and policy actions must made with emphasis local people or beneficiaries of the programme (Matland, 1995:149). The bottom up model is mostly good for programme and

policy implementation at the planning stage and most appropriately sufficient in situations of goal conflicts and unstable environments. On the other hand, a major disadvantage of the bottom up approach is that, it mostly ignore the case that majority of programmes, policies and actions emanate from the top most hierarchy of decision making and most likely rather reinforces top-down authority. Furthermore, local implementers in the bottom up approach are usually not accountable to the people or beneficiaries but rather the top most hierarchy. As a result, local implementers may likely subvert the decisions and goals of top hierarchy officials (Matland, 1995:150).

2.9.3 Synthesis Theory

The synthesis theory of policy implementation merges elements of the top down and bottom up model. It adopts the system of analysis of bottom uppers by involving all public actors who are involved in the problem identification and decision-making process as well as their concerns and their various proposed strategies. Further, the approach then combines the concerns of bottom uppers with that of top downers in reaching decisions and implementation of programmes. It is primarily concerned with theory construction rather than with providing guidelines for practitioners. The synthesis theory gives room for the involvement of beneficiaries and local participants both private and public in policy decision making and implementation with that of top level bureaucrats. On the other hand, the theory has the possibility of generating conflict. In connection to the synthesis theory and the concept of performance management practice which involves the concerns of top down institutional heads and employees as well as middle and lower unit's employees, the synthesis is best fit for the achievement of purpose of the study. This is because, performance management system in the University has been accorded from the topmost level of decision making whereas lower unit employee's concern and participation has been sought in relation to developing the system, acceptance of the scheme of assessment and their

participation in ensuring the success of the programme. Following this, the synthesis theory is considered for this research work as it will help ascertain the perspective of senior level implementers as well as middle and lower unit participant of the system at the University.



CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter discusses methodology of the study and is organized under various concepts such as; research approach, target identification, sampling procedures and data collection methods, data analysis and ethical considerations.

3.1 Research Approach

The study adopted a qualitative approach to aid in its discussion of the administrator at the University of Health and Allied sciences (UHAS). Qualitative approach is a research design employed often to gain greater understanding of issues, opinions and factors relating to a particular object of study as creates room for a proper understanding of various issues involved. It usually includes either structured or semi-structured techniques. Usually, qualitative methods include focus group discussions, individual interviews, and participatory observations and often employ smaller sample size. This study employed qualitative design using a descriptive approach to narrate the various successes, prospects and challenges of the system in the university. In support, Cresswell (2014:183) indicated that, qualitative design is where “the inquirer often makes knowledge claims based primarily on the multiple meanings of individual experiences socially and historically constructed, with an intent of developing a theory or pattern or advocacy/participatory perspectives (i.e., political, issue-oriented, collaborative, or change oriented) or both. It uses strategies of inquiry such as narratives, phenomenologies, ethnographies, grounded theory studies, or case studies”

The study sought to understand performance management implementation processes, challenges and prospects in UHAS. Using a subjective methodology, qualitative approach aided the researcher to employ open-ended means and ask intriguing questions which afforded respondents the opportunity to freely provide answers to the various questions posed in relation to the objectives.

Qualitative approach was employed for the study as it created room for a better understanding of the various issues surrounding performance management in the study institution for the reason that, the approach made it possible for posing questions that starts with “why”. This is an easy way to getting deeper understanding and information of various concepts of study. Moreover, the choice for qualitative approach was informed by the fact that, it allows for easy amendment of the framework of study, information and data gathered as well as the offer of opportunity for gathering information from fewer respondents.

3.2 Research Design

The specific design adopted was a case study in the sense that it examined in detail the prospects, processes and implementation challenges of performance management systems facing the University of Health and Allied Sciences (UHAS). As claimed by Yin (2009), The study focused on the “why and how” according to him 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 discover and probe deeper into the prospects, 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 variation of experiences to be understood and revealed and provided an approach where interaction with respondents and their experiences within the study, allows the researcher generate valid information using sample sources of evidence that is rich and deeper (Miller & Brewer, 2003; Baxter & Jack, 2008).

From the above, the researcher gathers primary data by conducting interviews from the perspectives of Administrators both senior member and senior staffs from UHAS, which is from the Human Resource Director, the Heads of the various departments (HOD's) and senior staffs under the departments at the university of Health and Allied Sciences. This approach helped the researcher elicit relevant information from data sources for the study and gained in-depth and qualitative insight into the various prospects, processes, implementation challenges and the success critical factors of PM system implemented in the University. 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).

3.3 Sources of Data

The study utilized both primary and secondary data. Primary data are those collected by first-hand experience by a researcher. It usually includes data gathered from experiments, survey and interviews. Primary data source was employed in this study as it afforded the opportunity to tailor various needs of the research. Again, it created room for the researcher to have personal encounter with various respondents in the study as well as providing avenue for tailoring questions to aid respondents understanding and gathering materials necessary for the study

It was however, expensive in gathering primary data for the study. Primary data for the study were gathered by means of structured interviews based on questions set on the various objectives of the study.

On the other hand, secondary data connotes information derived from already existing materials and people. Stated differently, it refers to data gathered by other people aside the main researcher in a given study. Sources usually include organization records, academic literature, internet sources amongst others. In this study, secondary data were obtained from books, reports, newspapers, articles, journals, and past thesis. The choice of secondary materials is that, it was easy accessing them and also influenced the various research methodology employed. On the other hand, materials gathered could pose inaccuracy challenges.

3.4 Target Population

Target population according to Wilson (2010) is “the entire set of cases from which a sample is drawn”. The target population for the study was senior staff and junior staff members of University of Health and Allied Sciences. The choice for these group of people is that, they are key stakeholders in the implementation process of performance management system in the school. The University of Health and Allied Sciences (UHAS) has two hundred and nine (209) administrators; out of which sixty (60) are senior staffs and one hundred and forty-nine (149) are junior staffs.

3.5 Sample Size

According to Onwuegbuzie and Collins (2007) sample size is a critical element of any experimental study in which the objective is to make derivations around a populace from a sample and that the decision of sample size is as critical as the decision of sampling plan on the grounds that it likewise decides the degree to which the researcher can make factual and/or

expository speculations. In reality, the sample size is subject to the expense of data gathering, and the need to have enough data. For the purpose of this research, the study population was the employees of UHAS from which the sample was selected proportionately. UHAS has hundred and nine (209) administrators; out of which sixty (60) are senior members and one hundred and forty-nine (149) are senior staffs. Every departments works under a Director as their Administrative Head; all these departments report to the Registrar. In view of that Ten (10) Administrative senior members who are the raters were selected and interviewed and fifteen (15) senior staff who are the appraisees were also selected and interviewed. The raters were staff under various departments or units as Human Resource, the Vice Chancellors Office, Academic office, Internal office and the Finance. The appraisee will be selected from the various offices at purposively for the interview. The choice for these group of employees in the study was due to the fact that, they are actual raters and appraise in the performance management system at the university who have accumulated several levels of experiences managing and going through the system.

3.6 Sample Technique

Purposive and convenient sampling technique was adopted for this study. Purposive sampling employed to allow the researcher use judgment in specifically identifying respondents to achieve a particular purpose. Again, it was employed to assist in investigating critical and particular cases as well as gaining understanding on several issues surrounding performance management implementation which need not to be investigated generally. Both purposive and convenient sampling were employed in selecting heads of various departments who are raters in the implementation processes of the system who have much deeper understanding of the system and are known. Purposive sampling therefore enabled the researcher to identify and select the

principal respondents with the requisite knowledge on performance management practices and processes in the institution. Hence the Human resource director was purposively sampled for this study. However, it is also important to note that convenient sampling was used to interview various respondents at their own peril. This was based on the ease of access and the readiness to volunteer the information needed for the study.

3.7 Instrumentation and Data Collection Procedure

Data for the study was obtained by using structured interviews. The choice for structured interviews as instrumentation was informed by the fact that, it provided room for a one on one communication process between the researcher and the respondents. Again, it provided room for a more formal and focused research as well as interview process as questions had been prepared. Again, structured interview method was informed by topic and objectives guiding the study. For the purpose of the study, interview guide was developed based on the various objectives and research questions set out in the study. For the purpose of the study interview was scheduled between 1st march- 15th march, 2018. Moreover, a letter stating the position of the researcher was obtained from the department of public administration and health services management, university of Ghana. The interviewer then visited the study organization to introduce the study and its objectives on 25th February, 2018. After the first visit, management scheduled interview date at 1st-15th march, 2018. To ensure ease during data collection, the researcher visited the organization on the set date and time. Interviews thus begun accordingly. Interviews employed tools such as recorders, field log, pens and others. The researcher then the posed various questions prepared for the study and offered varying degrees of explanations where necessary.

3.8 Data Analysis

According to Boeiye (2010), qualitative analysis includes “disassembling, fragmenting and reassembling information to shape significant discoveries so as to draw relevant conclusions”. Data analysis is thus the interpretation of information gathered for a given study. Data for the study was analyzed. In other that, there is uniform and coherent presentation of data gathered, it was grouped under the various objectives set out for the study. Data were collated and those that were same or similar were discussed as one and put under the same theme whereas those considered quite different and intriguing were treated separately and mostly put in an “italicized format”. The choice for this style of data presentation was informed by the nature of data gathered and the objective of achieving coherency.

3.9 Ethical Considerations in the Study

According to Saunders et al, (2007), ethical issues in research relate to “getting access, gathering data, processing, data management and writing up the findings of the study in an ethical and responsible way”. In this study, an introductory letter was obtained from university of Ghana. Again, letter of introduction was sought after from the receiving organization about the objectives of the study in order to gain access to data from the University and its employees.

Respondents were duly informed and assured that their responses would be used only for academic purposes. Before the interview began, a letter of Consent was shown to participants for the interview and it was explained to them that their involvement would not pose any harm to them in terms of physical and privacy. The researcher used deliberate acts to get rid of happenings and actions that could raise ethical questions pertaining to their involvement in the process.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0 Introduction

Chapter four of this study takes on data presentation, discussion and analysis as gathered from the fieldwork to explore the processes, prospects and challenges in employee performance management at the University of Health and Allied Sciences. Data were derived from various staff, departments and units of the University's operation. In all, a total of twenty-five (25) respondents with vast years of experience, deeper understanding of the performance management system and ranging from different departments of the University participated in the study. Specifically, respondents ranging from human resources, academic affairs and quality improvement units, finance, office of the Vice Chancellor (VC), office of the registrar, various staff under different faculties of the university, and admissions office/departments formed part of the research work.

Twenty-five (25) respondents were earmarked for the study and they all participated in the interview on various questions for the purpose of the research work. This ensured that response rate was quite representative enough to aid in the discussion and conclusion of the study. Data gathered for the purpose of the study was analyzed by employing simple qualitative approaches where explanations were provided to the data gathered from the interview. Moreover, tables and percentages were employed to aid in the data analysis, interpretation and presentation of the research findings, where they were considered needed. The findings from the research work is organized under the following headings; socio-demographic characteristics of respondents, respondents understanding of performance management systems, prospects of performance management system at UHAS, processes of implementation of performance management

systems at UHAS, implementation challenges facing Performance Management System at UHAS, and critical success factors for improving performance management systems at UHAS

4.1 Socio Demographic Characteristics of Respondents

Table 1.0: Socio Demographic Characteristics of Respondents

Characteristics	Frequency	Percentage (%)
Sex		
Male	15	60
Female	10	40
Total	25	100.0
Marital Status		
Single	8	32
Married	17	68
Total	25	100.0
Level of education		
Post Graduate	10	40
Graduate	13	52
Diploma/Certificate	2	8
Total	25	100.0

Departments and their number

Office of the VC	3	12
Office of the Registrar	4	16
Human resources	3	12
Academic affairs	5	20
Finance	4	16
Faculty staff members	4	16
Admissions office	2	8
Total	25	100.0

Duration of Service

1-3	15	60
4-6	10	40
Total	25	100.0

Source: Field data, 2018.

Contained in table 1.0 is the socio-demographic characteristic of respondents in the study. Respondent's socio demographic information is grouped into the following sections; sex, marital status, level of education, departments and their number and duration of service in the university. On the demographic feature of sex composition of respondents, data for the study indicates fifteen (15) males of the total respondents' size whereas the female respondents took a smaller frequency of 10. This shows that majority of the respondents in the study were male staff of the University as against female staff. It is important to mention here that, the seemingly difference in sex composition of respondents was not orchestrated by the researcher but, however, the

availability of employees at the time to participate in the study. This thus makes the sex composition in the study not biased.

On the data of marital status and educational level of respondents in the study respectively, seventeen (17) respondents were married whereas eight (8) were single. Moreover, on educational level of respondents, ten (10) were post graduate degree holders and thirteen (13) were graduate degree holders. More so, two (2) either holds diploma or certificate in their respective disciplines. Data on the educational status of the hospital's staff clearly indicates majority of the staff are well educated in their respective fields to contribute to the work of the university and the purpose of the study as well as they will be in position to understand fully the dictates of the concept of performance management and its practice at the university.

Regarding the primary data gathered on department/units of operations of the various respondents in the University, information indicates the office of the VC and human resources department each contributed three (3) number of respondents taking each in the entire respondent's ratio whereas the office of the registrar, finance department and members of various faculties each contributed four (4) respectively from the total ratio. On the other hand, the academic units took on the largest share of respondents as it contributed five (5) with the admissions office being the least contributory department or unit to the study, with just two (2) respondents. A critical examination of the contribution of various departments/units in terms of respondents' size indicates an unequal ratio from each department. This was however not due to the doing or preference of the researcher. The difference in the rate of respondents from the various groups emanated partly from the availability and readiness of staff in each unit to participate in the study.

Finally, on demographic characteristic is the data on duration of service at the university. Whereas fifteen (15) of the employees who participated in the study have served between years of 1-3, ten (10) on the other hand has been with the institution running from between 4-6 years of service.

4.2 Performance Management at the University of Health and Allied Sciences

The findings of the study are analyzed in accordance with the objectives set in the study. The findings of the research work are thus analyzed as below;

4.2.1 Understanding of Performance Management System in UHAS

In relation to examining respondents understanding of performance management system, which would help set the ground for further interrogations, respondents were asked of their view or understanding of the concept of performance management and its practice in the university. Regarding the various perspectives of the concept of performance management and its practice in the university, respondents gave varying conceptions of the term but with quite similar meanings. Of a total of 25 respondents, five (5) of the entire respondents' ratio explained the concept as being the *"process where employees' productivity is assessed with a further reference to training"*. On the part of this group of respondents, the system connotes a process where each individual in the university or organization is checked as regards his/her contribution to the productivity of the school taking into consideration his roles and responsibilities assigned.

Similarly, five (5) respondents explained the concept of performance management in the university for being the *"process of assessing the performance of workers with the view to identifying the lapses in performance of duty"*. Accordingly, this category of respondent added, *"when we refer to the concept of performance management, it usually embodies the development and institution of schemes, systems and/policy where in organizations management takes the*

necessary procedures, actions and means to identify the weakness on the part of employees and thus affects the quality and efficiency of work they do. Management thus institute means like training programmes to rectify or resolve the weaknesses to the effectiveness of various employees”

Again, whereas seven (7) respondents identified performance management to mean the process “*that examines efficiency on the job*”, eight (8) explained it to mean “*the mechanism used by the employer to find out how competent the employees are in organization*”. A clear examination of these two different conceptions of performance management brings to the fore that, performance management aims to basically examine the extent of efficiency or competency of various employees in the university taking into account their various job descriptions, skills and knowledge. Juxtaposing the seemingly different conceptions but with similar meanings from the respondents, it indicates clearly that, respondents have greater understanding of the process and concept of performance at the university and other organizations in general.

4.2.2 Prospects of Performance Management System (PMS) at UHAS

In the case of the objective of examining the prospects of the PMS at UHAS, the data gathered are presented below;

First, according to the response from all participants in the study, management, employees and the entire university have accepted the introduction of a system of performance management and this gives positive outlook or its brighter prospects going forward. On the part of the respondents, one key stakeholder in the implementation of the policy is the employees at the university. This is because, the entire performance management system hinges on the performance and efficiency of all employees running from the vice chancellors’ office to the security units. The entire employees have thus gladly accepted the presence of the system not

withstanding whatever issues it most likely could pose to the individual team member. The acceptance of the system shows the readiness of employees to commits to ideals and dictates whilst serving in their various capacities. By this, the sustenance of the system going into the future is possible.

Secondly, respondents hinted on of the presence of a policy framework on performance management at the university as a step necessary to attaining the sustenance of the system going into the future. At the university, performance management system was introduced and implemented backed by a human resource management policy. Performance management is thus not an external system to the management and administration of the affairs of the school. It has become part and parcel of managing the human resource base of the university. The presence of the policy guiding performance management thus subjects every employee to the system overtime. Following this, the possibility of the system succeeding is high as the university has given its full support for implementation.

Further, all respondents in the study identified the institutionalization of the system as a core mechanism to promotion, and thus, gives the policy a brighter chance of sustenance going into the future. At the university, according to respondents in the study, one of the achille heels of attaining promotion is the ratings and employee participation in the performance management system of the school. Such a requirement to attaining promotion at work gives the impetus to attaching all forms of seriousness to the system in place. Employees thus are committed greatly to ensuring the sustenance of the system as a means to securing their promotion. In the words of one respondent, she remarked;

“When you come here, for one to attain promotion as administrative staff, performance past performance records are considered. Past performance records are however obtained through

performance appraisal ratings. As a result, when the year comes for us to appraisal, some of us attach importance to the system because it can do or undo you to your success” (Administrative staff, 2018).

4.2.3 Processes of Implementation of Performance management System at UHAS.

In the case of the goal of identifying the processes of implementation of performance management system at the university, all the respondents in the study gave the indication that, the system’s implementation follows a particular process and thus do not just happen in vacuum. This made the response rate on this objective quite representative and convincing to aid in subsequent discussions. The following processes are followed for the system’s implementation:

- (i) Department Goal setting: According to the primary data gathered, various departments set up goals and objectives taking into account the broader institutional goals for achievement in a particular year. The aim of such departmental goals is to work closely with the broader set institutional goals for attainment in a given year. These goals are set for employees in various departments to work closely on, upon which performance appraisal could be made. Similarly, in a study on performance management practices in Nigeria, South Africa, and Ghana, Siebers and Kamoche’s (2013) argues that, “performance management systems in these countries are practiced by means of organizations developing job descriptions with detailed performance expectations being discussed with various employees”. The account of these two separate studies depicts of goals setting as necessary to the performance management process in organizations, without which nothing meaningful could be achieved.

- (ii) Departmental Meetings: Secondly, after departmental goals have been set, meetings are held between employees in departmental heads. The aim of such meetings is to educate and introduce to the employees the various new goals required to be worked at in the coming year at the department. Employees are thus assigned to the various areas of consideration and the need for their immense contribution taking into account their job description at the department. After employees have been apportioned their role towards the departmental goal attainment, it is thus incumbent on employees to perform creditably in consideration with their roles at work and appraisal at the end of year in mind. According to one administrative officer

“If you come to my department for instance, each year, my head of unit will hold a meeting with us all and discuss various targets and objectives that could not be achieved in the previous year. The meeting also centres on new goals that department has set. Individual employees are reminded of their respective job descriptions and various task needed to achieve such departmental goals. Employees are therefore reminded of the need for effective and efficient work process towards the goal attainment. It then becomes the task of the employee to perform excellently” (Office of the Registrar’s, 2018). Aguinis (2007); Milkovich and Newman (2008), in a similar study found that at the beginning of each performance cycle, the supervisor and the employee meet to discuss, and agree on, what needs to be done and how it should be done. This performance planning discussion includes a consideration of results, behaviours, and development plan.

- (iii) Appraisal Stage: Moreover, respondents identified the period of appraisal form filling as the next process of the system. According to them, annually, appraisal forms are

submitted to them by their heads of department or they personally pick it up from the human resource department when the time is due. The forms they indicated contain various areas of job descriptions accompanied by rating numbers. Employees are thus mandated to fill the form personally or in some cases in front of their heads of department on the various indications set out on the form. When employees fill out the forms individually, they meet their heads for a deliberation on the various indications and score with the heads of department. The purpose of such meetings is to verify the various score whether an individual merit it or otherwise. At this point, an agreement must be reached between the head of department and the employee for onward processing of the filled-in form. After such meetings, either head of department or the individual employee submits the form to the human resource department for further action required by the university. One respondent remarked as such

“In this school, when it is time for appraisal, either our respective heads of department or the human resource directorate will bring us the appraisal form. The form details the various areas of job descriptions. Sometimes individual employees are required to fill all sections of the form and presents to the head of unit or department for deliberations. In some occasions, departmental heads will hold individual meetings with employees to rate us. When such rating is done then we submit the forms to the human resource office” (Administrative Staff, 2018).

Juxtaposing this finding at the university with the study by Kamoche et al. (2004) in Uganda, Botswana and Senegal on performance management, they concluded that, “one of the main stages in the process of performance management implementation in

these countries has been appraisal. At this stage, all employees are required to fill appraisal form taking into account the various job descriptions and areas of consideration as identified at the beginning of the year”.

4.2.4 Successes of Performance Management System at UHAS

In the case of the data gathered on the successes of the system at the university, of the twenty-five respondents in the study, only two (2) declined to comment on the possible successes gained by the system overtime. However, the remaining twenty three (23) respondents spoke of some successes gained by the system. This indicates that, the system to some extent would have contributed to growth and development of individual employee and the institution as a whole, not refuting the position of the remaining two (2) respondents who were indecisive on this particular objective set outs for investigation in the study. On the part of the respondents who identified various successes of the system, they made mention of the following; *identification of employees’ training needs, improves service delivery, aids in accountability, aids in employees’ promotion, creative and innovative ability, promotion, assist in the management of human resources”*.

(i) Identification of Employees’ Training Needs

According to the twenty-three (23) respondents who answered questions in relation to this objective, the system helps in identifying employees training needs. On their part, the performance management system allows the institution through the human resource department reveal the strength and weaknesses of all employees. This stems from the fact that, the performance management system of the institution enables the identification of employee’s weaknesses which affects his/her performance at work after the filling out the appraisal form and

holding discussions with the head of department or human resource department. Having the system aided in the identification of employees' weaknesses, the human resource department and entire institution effectively design and implement various employee development programmes. By this, the most essential training programmes are developed and implemented to enhance employee skills and capability at work. A similar account by Embley (1988) has it that, "a well-formed PM process gives the organization a powerful tool for addressing poor performance issues, should they arise". In the remarks of one respondent,

"Before the system was implemented, the university had no mechanism of examining employee strength and weaknesses. The introduction of performance management system, has helped unearth most weaknesses such as employees who were not computer literate and subsequently has trained them on such" (Administrative staff, 2018)

(ii) Improve Service Delivery

According to some section of respondents in this category, the presence of the system has led to efficient and effective service delivery in the university. This has been so because through the system, weaknesses of employees have been identified overtime and this has resulted in improved and efficient delivery of work in various department of the university. The presence of the system, again, respondents remarked, has resulted in the continuous expansion of academic programs, schools, departments and other related works at the university as the skills of lecturers and administrators is brought to bear in the management affairs of the institution. A further probe on this importance of the system had one respondent remarked as,

"Most employees including myself were not efficient in some areas of operations like information communication and technology. At first, we did not know how to use some software

applications. Through performance management system in place, such deficiency of most us have been identified. Trainings have been organized and now we have become very efficient. We use the internet and other computer services for various academic and other administrative duties resulting in the efficiency and management of the institution” (Admissions Office, 2018). A related assertion was made by Aguinis (2007) and Armstrong (2006) arguing that a good PM system increases employee motivation; increases their self-esteem; organizational goals are made clear; the employee become more competent; and organizational change is facilitated.

(iii) Aids in Attaining Accountability

According to some respondents, the system has created platform for attaining accountability at work. This they explained that, the introduction of the system in the school created a platform for all employees who now knows that, they will be assessed on their performance at a point in time. This follows the fact that, employees together with their departments would have signed an agreement of performance in relation to job description and various performance indications in the department. Individual employees become thus accountable to the departmental and broader institutional goal attainment in a given year. It thus becomes imperative on the individual employee to ensure that he/she performs greatly towards attaining higher score for further action in the institution. The system thus establishes accountability as it aims to ensure employees perform creditably with regards to the goals and objectives set out for attainment.

(iv) Aids in Employees’ Promotion

All respondents in this category indicated of the importance of the system to making promotion decisions in the school. According to them, one of the means of promotion decisions is performance management records with its attendant issue of performance appraisal. Respondents explained that, no promotion occurs without a referral to performance appraisal records of

employee. In this regard before an employee receives any form of promotion, performance appraisal records and decisions support management decisions in either awarding the fellow with such promotions or otherwise. By this, employees are encouraged to rigorously perform in connection to all objectives and indications set out for achievement in a particular year. Performance management system thus aids the organization in decision making during promotions or otherwise. This position is well articulated by one respondent who stated that;

“There is no promotion here without the promotional process including performance management report often termed as appraisal form at this place. The appraisal form simply details the performance of the individual employee overtime and this helps the organization’s management to truly establish individual employee’s contribution which sets the stage for renewal of contract and promotional decision making” (Administrative Assistant, 2018).

(v) Assist in the Management of Human Resources

According to the entire twenty-three (23) respondents with a percentage of 92% who spoke of the benefit of the system to the school, mentioned of the system aiding in efficient management of human resource in the institution. According to them, managing human resource is easy with the presence of performance management system. This is particularly so because, the system sets out objectives of the institution, job descriptions for employees as well as department departmental goals for accomplishment by the various employees. This therefore put the work of individual employees into perspectives. This has resulted in the efficient management of human resources in the institution. This significance goes to agree with the findings of Lawler and McDermott (2003, p. 49-66) who opined that, “it is difficult to manage human capital in organizational settings without a system that manage

performance and performance capability”. Performance management systems are relevant to aid in the identification of the capabilities of its human capital so as to effectively manage the development of workforce, strategically implement initiatives and prudently staff projects as well as assign duties.

4.2.5 Implementation Challenges Facing Performance Management System at UHAS

Regarding the objective of examining the challenges affecting the implementation of PMS at UHAS, all the twenty-five (25) respondents spoke on it. The primary data gathered on this indicates the system in the school has been greeted with some level of challenges and thus affecting the effective and efficient realization of the benefit of the system. Respondents during the interview process mentioned various challenges as;

- (i) Lack of continuous process: First, according to all respondents in this category, the system is conducted annually instead of being a routine system. On their part, even though the institution claims to have instituted performance management system, it takes the form of a mere yearly appraisal. This is because, the system is practiced yearly when employees are to be assessed. Thus far, the system serves only the purpose of annual appraisal which takes the form of mere employee assessment annually. Meanwhile, performance management system is a continuous system of monitoring the performance and weaknesses of the all employees in a given institution. The supposed existence of performance management system takes the form of appraisal has thus impacted negatively the supposed and anticipated impacts of the system in the institution, respondents lamented. This is because, merely going through an appraisal in a given year does not necessary make it a performance management system. One respondent put this challenge as,

“One would be here either in the middle, end or beginning of the year and the human resource department would just bring us forms to fill. In other instances, an employee will just hear of the presence of the appraisal forms and would just go for it to fill and submit, once a year and that’s all. We do not even know whether this is real performance management or ordinary performance appraisal”, (Administrative Assistant, 2018).

- (ii) Lack of feedback: Secondly, all respondents identified the absence of feedback in the system as a major setback in its implementation. According to respondents the overall aim of the system is to enhance the skills, knowledge and capabilities of employees in relation to their work in the institution. This is made possible by examining the staff with respects to their capabilities and performance of their duties. As such assessment is made through the system, the strength and weaknesses of individual employees are revealed overtime. The human resource department which is the functional department thus has responsibility on working on the identified strength and weaknesses of the individual employee. Having identified the state of the individual employee as regards the weaknesses in particular, it is much prudent for employees to be briefed on the outcome of their assessment so knowledge could be shared on their strength and weaknesses. Nevertheless, in the case of performance management system in the school, respondents lamented, after appraisal form has been filled, individual employees do not get feedback from the school again as to what their state of skills and knowledge in relation to work is. All they do is to fill the form and the human resource department picks it up. A livid respondent on this particular challenge stated put it as,

“We all know the essence of each appraisal system is to identify the weaknesses of employees and help rectify them. However, with this our system, employees are only required to fill the appraisal form annually with no feedback to us. We only spend time going through rating periods with our immediate bosses. The human resource office will just take up the filled-in forms and do not tell us what each person’s strength or weaknesses are. The only time we hear about appraisal report is only when one is going for interview or due for promotion” (Academic Affairs, 2018).

This account by the respondents corroborates the findings of Simpson (2001) in which he identified some reasons why performance management systems are not effective. In his account, he intimated, in most cases, “managers and supervisors, specifically in large corporate organizations, regularly complete the required performance appraisal forms and the subject never mentioned again until the next review session, usually a year”.

- (iii) Performance Appraisal done for promotional purpose: Again, respondent mentioned the challenge of promotional assessment in the school. Promotional assessment, respondent explained is the assessment done purposely for promotional purposes at work. According to those mentioned this as a challenge, in the institution, performance management or appraisal has been done purposely for securing promotions at various units and departments. This is because as appraisal forms are filled, nothing again comes out of it until it is time for interviews that seeks to promote various employees to new status or positions. It is during such promotion times, that the search team would request for one’s appraisal details. One thus would have to contact the human resource department to attain his appraisal form partly to

present his previous performance records for consideration. Appraisals has been one of the requirement of attaining promotion, they added. As such, it is done and only resurfaces when there is time for one to secure promotion.

In the account of one respondent in the study,

“In this our school, no employee ever hears anything about appraisal until there is time for interview, promotion or appointment. We only do ratings or appraisal of our performances each year and one would not hear anything about it again. Whether employees are performing better or not. The only time the university calls for one’s appraisal and performance record is when an employee is due for promotion or appointment, which is just not the best” (Faculty Staff, 2018)

This account commensurate conclusion of Issachar (2009) study on performance management in Ghana. In the said discussion, he concluded that, mostly, “performance management and appraisal forms have in Ghanaian organizations, have concentrated exclusively on promotion, and not on training and retention as against other equally important objectives”.

- (iv) Lack of Awareness: Further, respondent mentioned lack of awareness and training as impeding the effectiveness of the system at UHAS. On their part, there has not been proper communication and education on the system to all employees in the school as regards the objective and content of the system. Following this, some employees do not attach importance to the system in the school whilst some others do not see the need spending time to fill it until it is time for promotion. To the extreme, some respondents mentioned of not having heard of the existence of the system until relatively recently when colleagues mentioned it to them. This puts the system in

improper perspective for effective and efficient human resource management in the organization. A respondent at the office of the registrar put it as *“There are at times we will be here and you just hear that, appraisal forms are ready so we go to fill them. Even though basically, we know the objective of appraisal, there has not been any formal communique about the system as regards its policy content, objective, and how the whole issue of appraisal should go”* (Office of Registrar, 2018).

- (v) Bias: Finally, whilst some respondents made mention of unmerited ratings/score, others spoke of improper system of assessment. According to all respondents in the study, in most cases there is bias in the rating scheme as raters are individual employees themselves. It becomes difficult therefore for an individual employee to rate himself with low marks even if knowing clearly, he does not deserve the score he has given to himself. Another issue for consideration is a situation where one is made to rate part of the form whereas the head of department rate another aspect. In most cases, heads who have personal issues would use such times a sabotage to fail the individual employee even if he performs greatly at work. The issue of bias seem to have been one of the major problem in effective and efficient management of performance management system around the world. For instance, Abdul Hamid (1996), Abdul Manap (1996) and Mohd Zin, (1998) reports on Malaysia’s performance management to “be full of bias and lack fairness in the entire system and objectives as well. This has greatly undermined the efficiency and effectiveness of the performance management in the country as appraisers seem to favor their inner circles and confidants as against other employees”. In the words of one respondent, he remarked,

“Sometimes during appraisal, we are given the form to fill on our own and individual employees give themselves scores they do not merit. No supervision is attached during such a process. In some instances, to, heads of department become bias and use such times to settle personal scores with employees” (VC office, 2018).

4.2.6 Critical Success Factors of Improving Performance Management (PMS) at UHAS

On the objective of identifying the critical success factors for effective and efficient system implementation, respondents gave the following as necessary for sustaining the system.

First, respondents made mention of effective communication/education of employees about the system. According to respondents most employees do not have knowledge about the system, its goals and objectives and means of implementation and thus affects the effectiveness of the system. Meanwhile for attaining a great performance management system, human resource department and entire school must sensitize and orient employees about the entire system. Moreover, employees must be made to fully participate in the implementation of the system rather having to merely fill out a form for submission. On their part, educating and sensitizing the employees as well as making them stakeholders in the system implementation will ensure of its success. A respondent in the study posited:

“When you come to this university, there are majority of employees who either are not aware of the system, its requirement, mode of implementation or significance. There has been no education or orientation of the presence of the system to most employees particularly newly recruited staff. As a result of us do not even know the essence of the system and as such do not attach much significance to it. If the system is to work, then there will have to more education or orientation about it” (Finance Office, 2018).

Moreover, all respondents in the study made mention of the presence of a system of feedback as necessary in the success of the programme. According to the respondents the human resource department must recognize the need for feedback provision after performance evaluation is done. Feedback must be based on employee's weaknesses and must be communicated to the individual employee. Instituting feedback systems will aid in the attainment of the objectives of the system which will results in its effectiveness, they fumed. Some respondents, particularly those in the Academic Affairs unit explained it as,

“if this university want to achieve the full essence of performance management system's implementation, they should institute various systems of feedback which will see to it that, employees who goes through the system receives a report on their performances” (Faculty Staff Member, 2018).

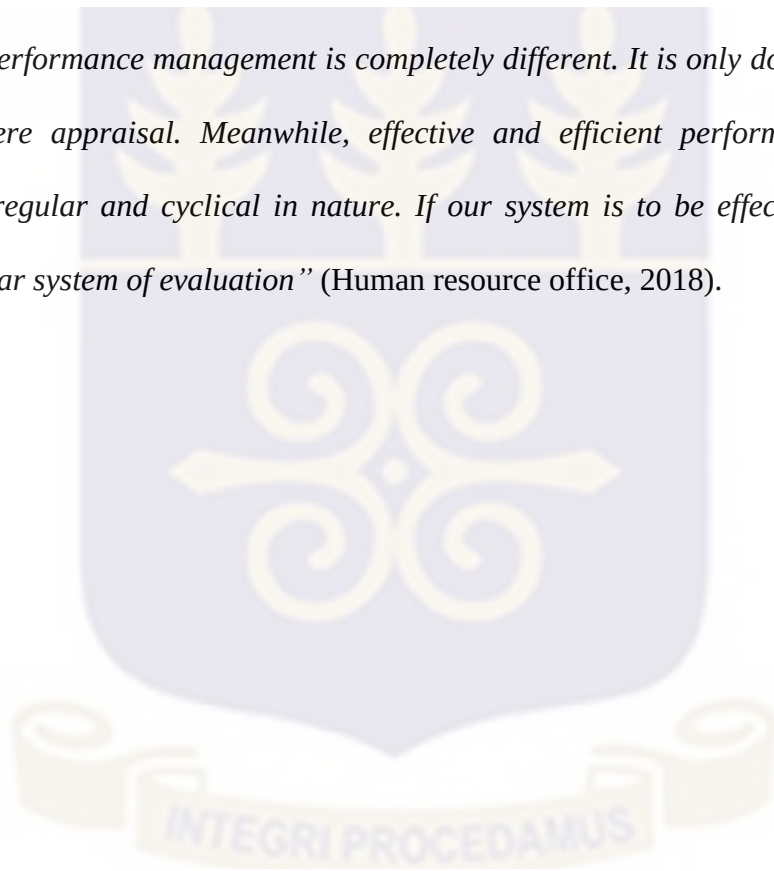
Again, they identified an effective supervisory process as necessary conditions for attaining efficient and effective performance management system in the school. According to them, one of the ways of attaining efficient system of performance is by instituting supervision mechanism. Measures of supervision must take into account the objectives of the system, the individual job descriptions, the process of assessment, as to who assesses and who gives ratings during assessment. This will aid in avoiding various factors like bias, nepotism and favoritism during the assessment process. A respondent in the study expressed this particular condition as,

“When employees are left on their own to fill out appraisal forms, sometimes, I think it is just not the best. This is because, they usually give themselves ratings and scores they do not qualify for. Again, some unit heads favour some employees as against others. If the system is to work

genuinely, then the authorities must check on who appraises employees and how the appraisal is even done” (Finance Office, 2018).

Finally, respondent identified regular evaluation as a prerequisite in attaining efficient system in the school. This they argued that, if performance appraisal coupled with its attendant numerous issues of performance management is done regularly in the school, the full realization of the system’s objectives will have been attained in the long run. Some respondents remarked as,

“our system of performance management is completely different. It is only done yearly and even that involves mere appraisal. Meanwhile, effective and efficient performance management system must be regular and cyclical in nature. If our system is to be effective, there must be instituted a regular system of evaluation” (Human resource office, 2018).



CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The general aim of the research work was to assess the prospects, processes and challenges in the implementation of employee performance management system at the University of Health and Allied Sciences in the Volta Region of Ghana. This chapter, which is the final of the study takes on the summary of research findings, conclusions on the study and recommendations based on the findings of the research work. Chapter of the research study is discussed under three main headings. The first heading takes on the summary of the research findings whereas the second discusses the conclusion of the study. The last, which is the third heading presents the recommendations to the research findings.

5.1 Summary of Findings

The summary of essential research findings is done under; the prospects and processes of performance management system at UHAS, successes of performance management system, implementation challenges of performance management at UHAS, and, finally critical success factors for attaining effective and performance management system at UHAS

5.1.2 The Prospects and Processes of Performance Management System at UHAS

Concerning the primary data gathered on the prospects and processes of performance management system at UHAS, the following summary is made; First, in the case of the prospects, the data gathered indicates, performance management at the university has brighter future and possibility of succeeding to aid in the attainment of the school's long-term visions as well as producing high class graduates in various fields.

Prerequisite factors present for the future sustenance of the system, are; the acceptance of the system by the entire employees of the university. This they explained that, all employees have embraced the idea of performance management as a system of managing the human resource capacity of the university. Thus, the system would also help in enhancing their capabilities and developing their career. They have thus accepted it fully for implementation and this will aid in maintaining it. Moreover, on the prospects is the issue of the presence of a policy framework which has been embedded in the entire institutional management framework and which makes the performance management system in the institution a broader organizational process and not an ordinary department plan. This thus would ensure the university committing resources to its ideals thus making it sustainable in the future.

As regards data gathered on processes of implementation of performance management system, all twenty-five (25) respondents opined on the following; the setting up of departmental goals, meeting of heads of department to complete appraisal forms. On the process of setting up departmental goals, respondents explained that, the heads of department taking into account the role or job description of the particular department juxtaposing the broad institutional goals, will develop basic goals and visions for attainment by the department with the human resource department. It is based on such departmental and broader institutional goals that appraisal depends on largely. Concerning the second process of meeting, the departmental heads will thus hold discussions with various employees on the goals set. This is to introduce employees to organizational and departmental goals meant to be achieved. The final process is the period of appraisal form filling, where the human resource department yearly will bring the appraisal form to various department for individual employees to fill based on their job descriptions taking into account the involvement of the heads of department on decision making reading the filled-in

appraisal form. All filled-in forms are returned to the human resource unit for consideration and further action.

5.1.3 Successes of Performance Management System at UHAS

In the case of findings on the successes of the PMS in the school, it is important to underscore the fact that, only twenty-three (23) respondents with a percentage of 92% were convinced of the system to have contributed to the growth and performance of the university. Accordingly, they made mention of identification of employee needs, improvement in service delivery, attainment of accountability, promotional benefit and effective human resource management. In the case of identification of employee needs as significance of the system in the school, respondents explained of the system through its process of appraisal which reveals the weaknesses, strengths and capabilities of various staff in the school. With such revelations, the various areas of needs as regards the capabilities of individual employees is brought bear for further consideration and improvement. On improvement in service delivery, the data suggest, with the identification of employee weaknesses as regards their performance at work, and the institution of appropriate schemes and measures to dealing with such career problems, employees are well positioned to work effectively and efficiently resulting in better service delivery at work. On accountability and promotional benefit, respondents stated that, the system has created a platform of performance contract where employees are made aware of a period of accountability as regards their work and thus increase their sense of efficiency and effective performance as well as serving as a means for helping in the promotion of employees as employees who score better ratings through PMS are regarded as efficient enough. Moreover, on efficient management of human resources, data indicates the system has enabled the human resources department to collectively gather performance data of all employees whilst aiding in the development of job descriptions for individual employees in the school.

5.1.4 Challenges of Performance Management System at UHAS

In the case of the implementation challenges of the system, respondents explained the system is bedeviled with the issue of annual assessment and lack of feedback. According to all respondents, performance management system in the school has not had a system of feedback where after appraisal, employees are not communicated to as regards their performance and capability weaknesses and thus affects the effectiveness of the entire process as they do not know where they fall short or otherwise.

Moreover, the system has just taken the form of a mere appraisal as against the proposed and institutionalized system of performance management. As such, members do not go through the rigorous and complete cycle of performance management in the school. Further, according to the data, most employees do not have adequate sensitization and knowledge of the system with the system being again fraught with bias during rating process. Moreover, there is the problem of the system being done just for purpose of aiding promotion as promotional process in the university requires employees' performance records. These presence conditions of the system, puts it into a challenging situation thus eroding its required and expected effectiveness.

5.1.5 Critical Success Factors for effective performance management system

On the objective of examining the likely critical success measures for the system's effectiveness, all the twenty-five (25) respondent agreed that, for the system to be fully operational and effective, certain necessary critical measures must be instituted. Among the list of essential factors for the effectiveness of the system as indicated by the primary data gathered includes but not limited to; the presence of a feedback system, presence of effective communication or sensitization on the programme, regular appraisal system as against irregular and annual appraisal system and the presence of effective supervision regime during performance evaluation processes.

5.2 Conclusion

There exist abundance of empirical studies and evidence that performance management systems serve as the backbone to effective human resource management at organizational level particularly in the areas of strategy, administration, information, development, organizational maintenance, and documentation. For instance, Cleveland and Murphy (1989, as cited by, Aguinis, 2007) on their study of human resources and performance management concluded that, performance management essentially serves six (6) purposes namely strategic, administrative, informational, developmental, organizational maintenance, and documentation purposes. Following this, performance management systems have been implemented in most organizations, both public and private and the UHAS is no exception to this. This study thus set out to assess the prospects, successes and implementation challenges of the introduced performance management of UHAS. The study has established that, performance management system at UHAS has brighter prospects in future and that, the implementation of the system follows sequential order. In other words, the system's implementation follows a particular process. Moreover, the study has found that, the system has been beneficial in the areas of human resource management, accountability attainment, employee needs identification, service delivery and promotion of employees. Similarly, the study identified annual assessment, assessment done for promotional purposes, performance appraisal as against actual performance management system and absence of feedback as impediments to the success of the system.

Again, the study identified the presence of a feedback system, presence of effective communication or sensitization on the programme, regular appraisal system as against irregular and annual appraisal system and the presence of effective supervision regime during

performance evaluation processes as necessary conditions for attaining effective and efficient performance management system in the university.

The study concludes that, even though the system has been faced with several challenges which in a way has reduced the full realization of impacts, it has on the other hand chopped some successes so far.

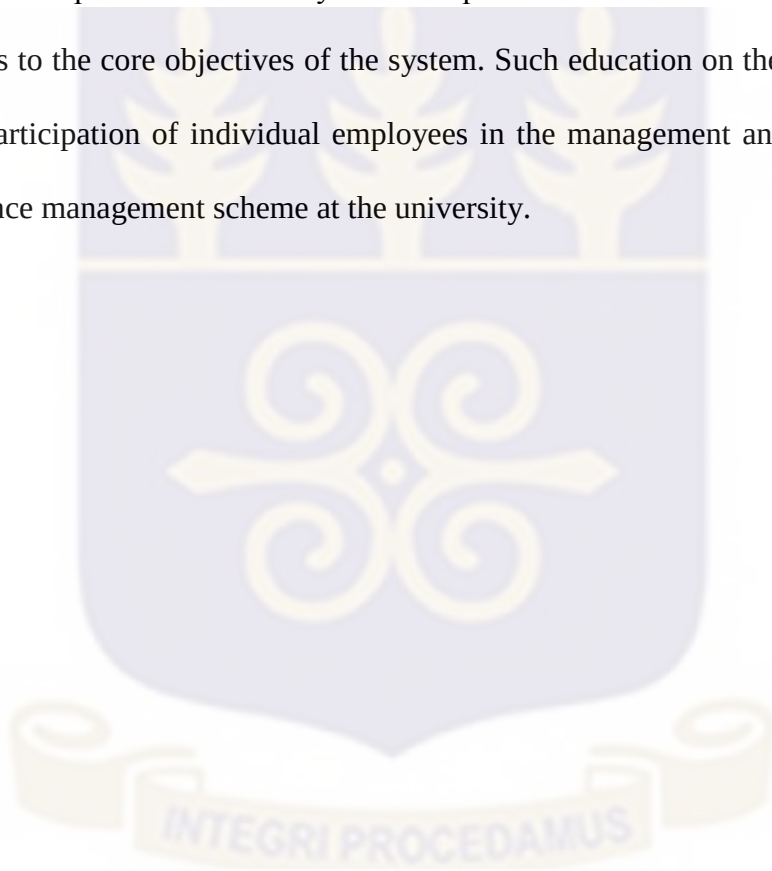
5.3 Recommendation

The aim of this study was to assess the prospects, successes and implementation challenges of performance management system at UHAS and thus has concluded that, the system has gained some form of successes whilst having a brighter future. Despite these, the system has several implementation challenges. Based on this, the following recommendations are made;

- First, managers of performance management system, particularly, the human resource department, should institute feedback system as part of effort to attaining efficient and effective performance management system in the school. This should be done by developing channels and mechanism of communication which will seek to address various findings during appraisal to the individual employee. The institution of such systems of feedback will ensure that employees who go through the appraisal process in the school will have information on their weaknesses and strength which will help build the skills and capabilities of individual employees in the University.
- Secondly, the university should develop a fully fletched performance management system rather than mere annual appraisal system of managing human resources. In other that the benefit of performance management systems is realized in the school, a concrete system of performance management which will involve employees at each stage and

embody a complete set of the stages in the performance management cycle should be instituted. The institution of such a system of performance management will results in the complete realization of the importance of the system as all the various facets of performance management systems will be achieved.

- Finally, the university should educate employees and sensitize them on the entire performance management system. Sensitization on the system should focus on the goals, objectives and processes of the system's implementation and aim to entice and ready employees to the core objectives of the system. Such education on the system will see to the full participation of individual employees in the management and administration of performance management scheme at the university.



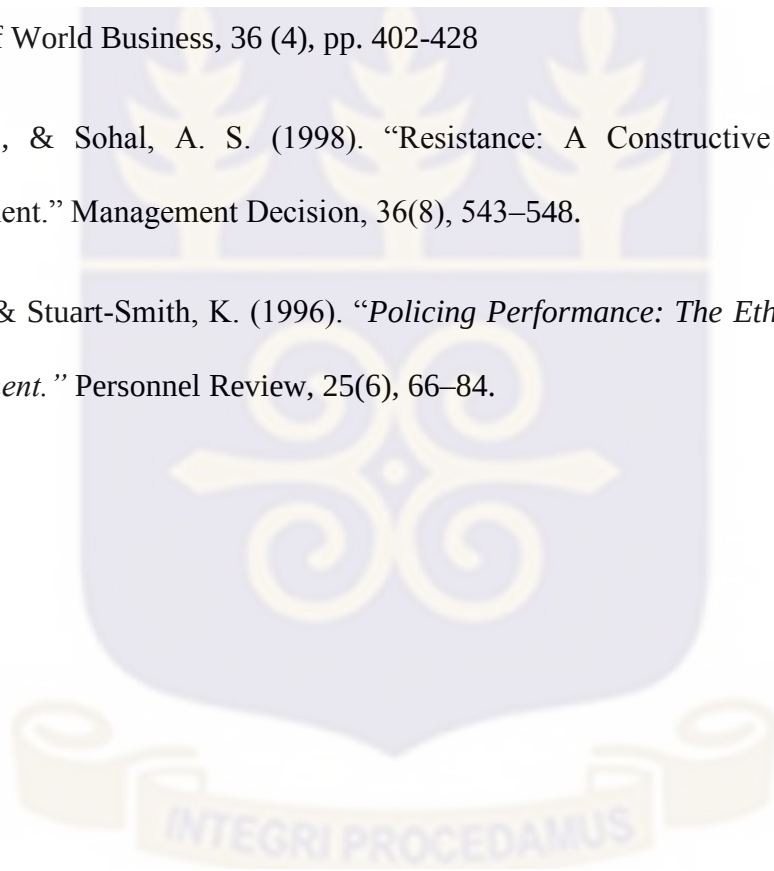
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APPENDIX
INTERVIEW GUIDE FOR ADMINISTRATORS AT THE UNIVERSITY OF HEALTH
AND ALLIED SCIENCES

INTRODUCTION

Dear Respondent,

*I would like to request your participation in this study, the objective of which is to ‘**assess the Processes, Prospects and Challenges in the Implementation of Employees Performance Management System/performance appraisal**’ in this institution. Please read each question carefully and answer it according to how you personally feel about it. There are no RIGHT or WRONG answers. For the study to be meaningful, it is important that you complete all the questions. In accordance with the ethics of behavioral science research, individual responses will be completely CONFIDENTIAL. Your organization will NOT have access to the individual responses provided. Instead, responses will be considered collectively to determine the processes, prospects and challenges in the implementation of performance management /performance appraisal system.*

Your participation is VITAL so thank you for your corporation.

Researcher: Sarah Hackman Tel: 0242344707 Email:princysally@gmail.com

Interview questions

Background Information

1. How long have you been working in this institution?

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2. What role do you play in this institution? (Job responsibilities)

.....

To assess the processes in the Implementation of Performance Management/Performance Appraisal system

1.What is your Understanding of PM/PA system?

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2. Can you identify some of the processes used in the implementation of PM/PA system in this institution?

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3. How does the PM/PA system works in this institution?

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4.To the best of your Knowledge what are the process the institution uses in the implementation of the PM/PA system?

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.....

5.What is the purpose/objectives of the performance management system?

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To identify the prospects in the implementation of PM/PA system

1. What success have been achieved since the implementation of the PM/PA system?

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2. What likely benefit have been derived by the institution after going through the implementation of the PM/PA?

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3. What likely benefit have been derived by the employees after going through the implementation of the PM/PA?

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To explore the challenges in the implementation of PM/PA system

1. What are some of the challenges management faces in the implementation of the PM/PA system?

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2. What measures can be taken to deal with these challenges?

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3. What are some of the solutions towards resolving the challenges in the implementation of PM/PA system?

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4. What challenges does employees faces during the implementation of the PM/PA system?

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5. What solution/remedies would you recommend towards resolving these challenges?

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To identify the critical success factors in the implementation of PM/PA

1. What conditions must be present if this PM/PA system is successful?

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2. What necessary steps must be taken to enhance the successful implementation of the PM/PA system?

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3. What are some of the success chalked in the implementation of the PM/PA system?

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