

EFFECTIVE PERFORMANCE MANAGEMENT PRACTICES AT CAPE COAST METROPOLITAN ASSEMBLY, GHANA

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ABSTRACT

Performance management is the continuous process of identifying, measuring, and developing the individuals and teams; aligning their performance with the organization's goals (Dessler, 2011). Performance management helps to rate the performance of the employee and evaluate their contribution towards organizational goals achievement. However, few studies have been done in this area. This study therefore aimed to evaluate the effectiveness of performance management practices (PMP, hereafter) at Cape Coast Metropolitan Assembly, Ghana. The study identified the nature of performance management practices, strength and weakness, challenges and measures to improve the practices. Using case study as a research design, a well-structured thirty-one (31) items questionnaire was designed to solicit information from two hundred (200) sample size respondents in Cape Coast Metropolitan Assembly. SPSS was the main analytical tool used to describe the data quantitatively. Reliability of the questionnaire items was significant using Cronbach's Alpha. The study revealed that, the nature of performance management practices should have a defined system, clear performance appraisal procedure and effective feedback control systems. Also, insufficient staff training was identified as a weakness of performance management. However, the study recommended that sufficient training and support be given to employees to improve upon their abilities and be abreast with current trends within the workplace. Again, Systematic and flexible feedback channel should be instituted.

Keywords: Performance Management Practice, performance management system.

INTRODUCTION

In Ghana, government corporations, small and medium enterprises play important role in boosting economic development, alleviating employment pressure and optimizing economic structure. . Thus, a good job of performance management in small and medium enterprises is of great significance to help these enterprises to accomplish the corporate strategic targets and enhance the competitive strength of enterprises. Performance management practices must be able to produce specific, timely and relevant information for planning, decision-making and control purposes.

According to Leinwand & Mainardi (2016) performance management practices have experience some important changes in Ghana since the establishment of subsidiaries of multinational companies and the increasing numbers of foreign companies operating in the country. The goal of most companies, whether a startup or a large multinational Assembly, is to grow its net total income by increasing revenues. It is logical to think that in order to grow, a company should pursue revenue opportunities from any source possible. However, most successful companies focus their growth efforts in areas where they have built their distinctive capabilities; strengths that set them apart from everyone else.

As part of the Cape Coast Metropolitan Assembly strategy to achieving its yearly set goals, some important factors need to be put in place, to achieve these goals. These factors range from issues of finance, human resource, administration, budgeting and other areas that can help realize its objectives.

Performance management helps to rate the performance of the employee and evaluate their contribution towards organizational goals achievement. In a situation where the practice is formally and clearly structured, it helps the employees to clearly understand their tasks and responsibilities thereby giving directions to the organizational goals and also review performance.

Performance management is applied in the workplace and wherever people interact. In an Assembly or organization, whether a business, an educational setting, health setting, governmental agencies, or any legal entity that has employees, either profit-oriented or non-profit-oriented. Private sector organizations and businesses where the focus of employers is directed towards achieving higher employee work output in order to break even, thereby maintaining high levels of profits to ensure the survival and growth of the business.

Performance management provides a systematic link between organizational strategies, resources, and processes (Aguinis 2009). Performance management is the continuous process of identifying, measuring, and developing the individuals and teams; aligning their performance with the organization's goals (Dessler, 2011).

Research Objectives

In Ghana, the Auditor and Accountant General with the collaboration of some assessment firms, assess the performance of both private and public Assembly for their activities. It is called Functional Organizational Assessment Tool (FOAT). They assess all aspects of the organization from finance, administrative and human resource departments. Over the past years Cape Coast Metropolitan Assembly has failed in some area of assessment basically the performance management of employees. In view of the human resource management issues confronting public and private corporations the researcher therefore intends to research into the performance management practices at Cape Coast Metropolitan Assembly. The main concern of the researcher is to ascertain if there is an effective performance management practice at Cape Coast Metropolitan Assembly and to explore the challenges against the performance of employees in their service delivery.

The main objectives of the study are;

1. To determine the nature of performance management practices at the Cape Coast Metropolitan Assembly
2. To explore the challenges in the implementation of the various performance management.

LITERATURE REVIEW

Performance Management

Performance management may be defined as a process that aims to improve the possibilities and prospects of workers, to improve the organization of the company while enhancing its working cycle (Armstrong, 2000).

Broadbent & Laughlin (2009) defined performance management system as a tool for specifying and managing the achievement of organizational goals, as well as ways in which these goals are achieved. It demonstrates that performance management is concerned with the

management of performance throughout the organization and as a result is a multidisciplinary activity.

Armstrong & Baron (2004) explained performance management as a process that contributes to the effective management of employees' performance towards the achievement of high levels of organizational performance

Performance management system is that vital part of Human Resource Management which aligns and optimizes individual performance with the overall performance of the organization. It can be defined as "a continuous process of identifying, measuring and developing performance in organizations. It is achieved by linking each individual's performance and objectives to the organization's overall mission and goals (Aguinis 2011). Similarly, Pulakos (2009), describes performance management as a systematic link between organizational strategies, resources and processes towards the achievement of corporate objectives. Performance management system is the key process through which work is accomplished; it is considered the "Achilles Heel" of managing human capital.

Osmani & Maliqi (2012) asserted that performance management identifies the organization's objectives, the necessary results to achieve these objectives, the ways to be effective and the drivers to achieve them. Thus performance includes all activities that ensure the organization's objectives are being met effectively. Considering more collectively, Broadbent and Laughlin (2009) and Armstrong and Baron (2004) gives a comprehensive explanation of performance management, their definitions' establish a shared understanding about what is to be achieved and an approach to leading and developing people which will ensure that the goals of the organization is achieved.

However, Pulakos (2009) in his definition stressed that performance management is a strategy that relates to every activity of the organization set in the context of its human resource policies. From these definitions from various researchers, it could be inferred that performance management seeks to provide an avenue for employees to be effective and efficient in the performance of their duty so as to achieve the stated.

Nicolai Pogrebynakov et al, 2017 assessed the impact of the design and the use of performance management system on motivation. The survey allowed the researchers to probe into performance management system use and tentatively link it with motivation as well as sharpening the understanding of performance management system design elements. Semi-structured interviews together with graphic rating scale were used as methods of their study. In their findings, they differentiated PMP design and its use as a result of failure of previous researches in this direction as well as bringing together several strands of research; motivation, performance goals, communication of goals and progress feedback can help identify areas in which results deviate from organizational established goals and objectives. Similarly, in the work of Akoto 2012, she held a same viewpoint as Nicolai Pogrebynakov et al, 2017. They both held the view that performance management and motivation are intertwined such that a decrease or removal of motivational schemes can affect the performance and goals clearly stipulated by the organization. However, in their research work they did not dwell much on how some facets of PMP and motivation are not correlated.

Vedluga & Mikulskeine (2017) researched on the indicators of eHealth performance management. In their research, they propounded an eHealth development evaluation was to monitor the implementation of the national eHealth information system as a subset of

performance management. They used a semi-structured interview method for their research. The main purpose of their research was to assess the process of eHealth development from the stakeholder network perspective, as one of the main factors for a successful eHealth development achieves innovation and sustainability in the health sector. Their research proposed a set of stakeholder driven criteria as an integral evaluation mechanism for reflecting objective eHealth project indicator.

According to Scholarios & Taylor (2014), they researched on how performance management and technologically intensive service work are viewed by older workers of an organization. In their work, they postulated that, electronic performance as a component or a practice of performance management process was used to focus on the underperformers by coming with the term forced distribution-rating system. To them a digitized performance monitoring may intensify age discrimination in performance. Forced distribution rating system was used as a method to measure performance management in their research.

In the research of Vedluga and Mikulskeine (2017) and Scholarios and Taylor (2014), they failed to determine how these performance management practices could lead to efficiency in employee performance in the organization. Also, E- performance system will be more likely to produce incomplete criterion data on incumbent behavior than traditional system.

Nur Naha Abu et al, (2012), studied on the factors that influence the implementation of performance management system in Higher Educational Institutions. In their research, they used narrative/essay and graphical rating scale as a method of measuring performance management. In their studies, they concluded on three factors that influence performance management namely employee involvement, performance oriented culture and management commitment. Principal component analysis technique of factor analysis was used to explore the main components in the research questions.

According to Quansah (2013), performance management system helps employee to do their job better, and develop their skills and potentials. Employees might be satisfied with the useful feedback from PMP. If they think that the assessments of performance are consistent, fair and unbiased, they feel more motivated after review meetings. PMP helps them to know how their objectives relate to the business needs of the organization. If the information disclosed in performance reviews is used sensitively and productively by the organization, the employees, employee will feel more motivated and this affects their performance positively. Through reviews of related literature, the main purpose of this study is to assess the effectiveness of the performance management practices at the Cape Coast Metropolitan Assembly.

Characteristics of Performance Management System

Companies use performance management systems to evaluate employees' efficiency at work and ability to perform certain tasks, either by automated or human processes. These systems come in many varieties, and every company will tailor its performance management system to fit its specific needs. However, there are certain aspects common to all effective performance management systems (Ronald Kimmons, 2017). An accurate job description is a fundamental characteristic of an ideal performance management system. Without a clear understanding of job duties, it's impossible to know what the employee is supposed to be doing. According to Ronald Kimmons (2017), performance management has the following characteristics.

I. Standardization

The evaluation criteria and methods must be standardized. The aspects of performance that you measure must be uniform and you must strive to maintain a constant level of strictness. Varying your level of strictness or your methods will only lead to your employees lacking faith in their managers and in the system itself.

II. Validity and Conciseness

To Ronald *Kimmons*, performance management system should only measure what is valid to the task at hand. For instance, if the organization is evaluating customer-service representatives in a call center, do not evaluate them on their ability to operate heavy machinery.

III. Legality

The organization must make sure that it is not evaluating its employees in an illegal manner. In some cases it will be appropriate to consult an attorney before employing a questionable method of evaluation.

IV. Due Process

The Assembly or management must adequately inform employees of the expectations, that the Assembly provided them with all necessary resources and that there are no mistakes in the evaluation. Even in cases where employees are performing at an unacceptable level, allow for redemption and reform.

V. Proper Training for Evaluators

Management must make sure that evaluators fully understand the responsibilities of those whom they are evaluating. Have them work in that capacity for a short time if necessary. When possible, have those who have proven their ability to work well in that capacity performs the evaluations.

VI. No bias of Reward

Evaluators should not be rewarded for finding negative or positive results, as this will skew their evaluations in either direction or lead to distrust between the employees.

Similar views about the characteristics of performance management were held in the Brandon Hall Group report (August 2016), where performance management system is seen as a process of creating a work environment or setting in which people are enabled to perform to the best of their abilities. It was further emphasized in the New York Times that many writers and consultants are using the term “performance management” as a substitution for the traditional appraisal system.

Brandon Hall Group’s six (6) critical calls for change in performance management. According to the Brandon Hall Group (2016), a performance management system includes the following practices:

- (i) Make Performance Management People Centric
- (ii) Focus Development on Enhancing Strengths, not Fixing Weaknesses
- (iii) Align Performance Goals to Business Goals
- (iv) Leverage technology to enable effective performance management
- (v) Train managers to be effective performance coaches
- (vi) Recognize employees for small and large accomplishments.

Factors Influencing Performance Management System

According to Nur Naha Abu et al. (2012), there are two basic factors which influence performance management systems in public and private organizations. Those are internal and external factors.

Internal Factors

It includes leadership and internal management commitment, internal resources, performance-oriented culture, employee engagement and maturity of PMS. Leadership is important in designing and developing effective performance measurement system and internal management commitment brings formality to the performance reviews and as a consequence could influence employees' commitment to achieving targets and improving performance. Measurement and management systems may require a lot of time and effort, especially at the beginning of the process as internal resources. According to Pettigrew, culture can be thought of as the sum total of beliefs, ideologies, behaviors and values prevalent in organization, which can influence organization power relationship and their response to change.

External Factors

External factors include citizen and elected officials, labor unions, legal requirements. In particular, employees view performance-monitoring systems as systems intended to force them to work harder, and managers see such system as efforts to put increased pressure on them to produce added results. All these elements sustain the role of a performance-oriented culture as a factor influencing the implementation of performance-measurement and management systems in organizations. In terms of time limitation and cost, the important variables for implementation of PMS are the internal factors.

Theories of Performance Management

The main theories that underpin performance management are motivational theory, particularly Goal-Setting theory and Expectancy theory (Salaman et al, 2005).

Goal-Setting Theory

The goal-setting theory was pioneered by Edwin Locke in his 1968 article titled —Toward a Theory of Task Motivation and Incentives” in which he stated that employees were motivated by clear goals and appropriate feedback. Locke (1968) further suggested that working toward a goal provided a major source of motivation to actually reach the goal – which, in turn, improved performance. The goal setting theory asserted that employees set their own goals and works hard to achieve them. So if these goals are achieve then the overall objective will be also achieved. Gary Latham, in 1972 studied the effect of goal setting in the workplace. His results supported exactly what Locke had found, and the inseparable link between goal setting and workplace performance. Locke and Latham in their book titled” A Theory of Goal Setting and Task Performance” postulated the goal-setting theory. According to the theory, values and goals are the two cognitive determinants of behavior and they simply define a goal as the individual consciously trying to do and one's value create a desire to do things consistent with them. (Lunenborg, 2011).

Expectancy Theory

Vroom's Expectancy theory (1964), is based on the idea that people believe there are relationships between the effort they put forth at work, the performance they achieve from that effort and the rewards they receive from their effort and performance. In other words, people will be motivated if they believe that strong effort will lead to good performance and

good performance will lead to desired rewards (Lunenburg 2011). This theory has three elements; expectancy, instrumentality and valence. A person is motivated if he or she believes that effort will lead to acceptable performance (expectancy), the performance will be rewarded (instrumentality), and that the value of the rewards is highly positive (valence). The expectancy theory also asserted that employees modify their behavior in such a way that is most likely to lead to the attainment of the goals set.

Control Theory

Control theory that stipulates that employee's performance must be controlled in the direction to the organizational objectives (Aguinis 2013). Control theory helps in sustaining the performance management system by defining forms of control between the organization and the systems within. According to control theory, actions of all systems should be in sync with the overall goals and objectives of an organization (Barrows & Neely, 2012). Control theory focuses on control mechanism that should be imposed at all levels of an organization. There are different forms of control, which an organization can use in order to get the desired results such as:

- I. Organizational structure,
- II. Behavioral controls like norms and policies of an organization or
- III. Performance measurement mechanisms.

These results have to be congruent with the objectives and goals of an overall organization (Barrows & Neely, 2012). Control theory has three types of control systems:

1. Under behavior control: employer monitor and evaluate the actions of the employees on a regular basis, as per the standards of the organization and then reward accordingly.
2. In case of output control: the performance of an employee is controlled with rewards or sanctions after evaluating it on the basis of organizational standards.
3. Input control system seeks to control the selection and training process of an employee. However, it is important to ensure the availability of required competencies in the employees as desired by the organization for growth and development (Krausert, 2009).

Out of these three systems, organizations can use any type of control system or a combination of different models. Selection of the control depends on the structure, norms, policies and administrative information in an organization (Shell, 1992).

In the research of Aguinis (2011), much emphasis is placed on solely the achievement of the overall objectives of the organization with little or no attention to the behavior (emotional or psychological) setup of the employee. Barrows & Neely, 2012, place much on the achievement of the overall objectives of the organization. However, in the research of Aguinis (2011) and Barrows & Neely (2012), they failed to talk or consider how the informal organization thus self-created employee groups operating invincibly in the organization could affect an employee performance or the output of a group of employees.

Previous researchers and experts in the field of performance management have written a great deal of literature. I have critically reviewed some of the literature considered to be of relevance to the topic under study. However, previous researches have not delve deep into the effectiveness of performance management practices, therefore it is against this backdrop that the research work will be based on.

Methods Used To Measure Performance Management

There are several means of reviewing performance of employees, the scope and methods of which varies from one organization to the next (Beardwell & Claydon, 2010). Appraisal

methods have their strengths and weaknesses and depending on the organizational context, the choice and use of a particular method may be appropriate than the other (Dressler, 2012). The methods discussed here are Performance standards, Narrative/Form, Graphic Rating Scale, 360 degree, MBO and Forced Ranking.

Performance Standards

Employee performance measurements can determine an employee's compensation, employment status or opportunities for advancement. For these reasons, performance management programs must consist of methods that enable fair and accurate assessments of employee performance. To assist with measuring employee performance, employers first establish performance standards. Performance standards define what it takes for employees to meet or exceed the company's performance expectations.

Narrative/ Essay Form

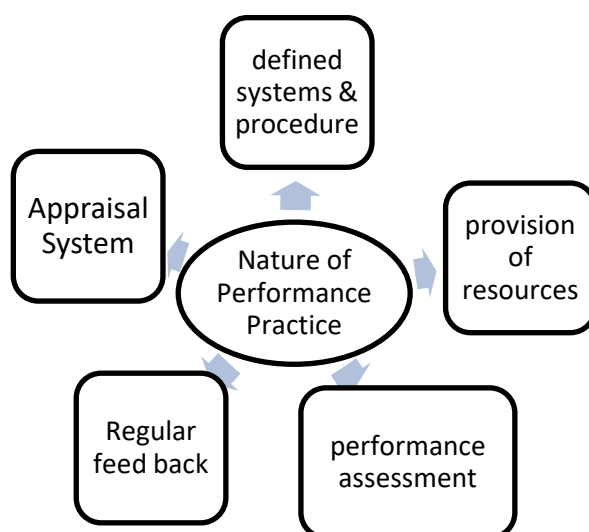
The narrative/essay form method is a traditional method of appraisal that requires the evaluator to write about an employee's strengths and weaknesses, previous performance, potential for promotion and a suggestion for future improvements (Aggarwal & Thakur, 2013). This method allows the evaluator to give a detailed account of the employee's performance and provide direct feedback but has a disadvantage of being open to biases and does not provide a means of comparison between employees.

360-Degree

A 360-degree performance review is a formalized process whereby an individual receives feedback on performance behaviors from multiple individuals or —raters‡ that regularly interact on the job with the person being reviewed or the —learner‡ (Alexander, 2006). The raters include supervisor, colleagues, subordinates, customers/clients as well as himself. The underlying assumption of the 360 degree technique is that the accuracy and scope of the assessment of the individual increases when consulting a full circle of daily business contacts, as opposed to one supervisor. Accuracy and validity of feedback, when consistent pattern of feedback comes from different raters, makes it more acceptable to the learner and increasing the likelihood of behavioral change and performance improvement.

Conceptual Framework

Figure 2.1 Nature of Performance Management Practice



In figure 2.1, the researcher determined the nature of performance management practice (PMP, hereafter) from the findings of the study. PMP within organisations largely depends on the appraisal system, defined systems and procedure, performance assessment, provision of working resources and regular feedback. Although these dependents do not follow a strict process but needs to be covered within the management practices to achieve productivity goals. The identified management practices will be very useful to Cape Coast Assembly and similar organizations to achieve productivity goals.

METHODOLOGY

According to Fink (2001), research design describes all the stages and processes involved in reaching the respondent. It is a plan for conducting which usually includes the specification of the element to be examined and the procedure to be used.

The design for this study was a case study. A case study is an in-depth study of a particular research problem rather than a sweeping statistical survey or comprehensive comparative inquiry. It is often used to narrow down a very broad field of research into one or a few easily researchable examples. The case study research design is also useful for testing whether a specific theory and model actually applies to phenomena in the real world. It is a useful design when not much is known about an issue or phenomenon. A case study is therefore defined as an empirical enquiry that investigates a contemporary phenomenon within its real life context, especially when the boundaries between phenomenon and context are not clearly evident and in which multiple sources of evidence are used. Yin (2004), Pickard (2007). It is a method used to study a social phenomenon through a thorough analysis of an individual case, which may be a person, group, community, society, or any other unit of social life. As Saunders et al. (2009) asserted that case study research “provides an analysis of the context and processes involved in the phenomenon under study” and provides an opportunity to have quick glimpse of people’s inner feelings, their beliefs and observations about these contexts. A case can be something relatively concrete such as an organisation, a group or an individual, or something more abstract such as an event, a management decision or a change programme. The study also used quantitative approach to analysis data.

Population

The population is the set of entities under study. According to Agyedu, Donkor and Obeng (2007) population ‘refers to the complete set of individual (subjects), objects or events having common observable characteristics in which the researcher is interested in studying’. Population therefore referred to a selected group of people set aside for a specific purpose. Mugenda (2003) recommends a sample size of ten percent. However, Kothari (2004) recommends that a sample size be as large as possible in order to reproduce salient characteristics of the accessible population to an acceptable level as well as to avoid sampling errors. A stratified random sampling was used to choose the respondents. The rationale for choosing this strategy was to give equal representation to all the departments of the organization. The researcher distributed 215 questionnaires personally and all the 215 questionnaires were collected. Invalid questionnaires or the ones with incomplete or contradictory answers were eliminated making the valid questionnaires being reduced to 200 representing 93% of recovery rate.

Table 3.1 Population of employees based on levels of management

Levels of management	Number of employees
Top management	55
Middle level management	85
Third level of management	75
Total	215

Source: Author's construct, 2018.

Data Collection Procedure

Data will be collected using questionnaire, as it is the most prominent method to gather the demanded information. A questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. Questionnaires have advantages over some other types of instruments in that they are cheap, do not require as much effort from the questioner as verbal or telephone surveys, and often have standardized answers that make it simple to compile data. A set of specifically customized questionnaire was developed to accommodate this research. The entire questionnaire consisted of 31 questions items, including a demographic information section, nature of PMP, challenges in the implementation of performance management practices. The Statistical Package for Social Sciences (SPSS version 22) was the analytical software used to analyze the data and presented in a tabular or graphical format that allows for sound inferences to be made and conclusions drawn.

RESULTS

This chapter presents the results of the study from the data collected from Cape Coast Metropolitan Assembly with the intention to determine the effectiveness of performance management practices. The data obtained are presented in tables, pie chart and bar chart before making analysis and interpretation.

Background Information of Respondents

Background information of the respondents were taken to widen the researcher's understanding of the social characteristics and be familiar with the respondents. The background data of the respondents includes; gender, age range, educational background, years in service (experience), department, staff category and position of respondent.

Table 4.1: Gender of Respondents

Gender	Frequency	Percent
Male	118	59.0
Female	82	41.0
Total	200	100

Source: Researchers' Fieldwork, 2018.

Table 4.1 shows the gender of the respondents. It can be seen that majority (59%) of the respondents were male while 41% of the respondents were female. This shows that the males were fairly represented than the females in Cape Coast Metropolitan Assembly.

Table 4.2: Age Range of Respondents

Age Range	Frequency	Percent
20-29	22	11.0
30-39	70	35.0
40-49	64	32.0
50-59	44	22.0
60 and above	0	0.0
Total	200	100.0

Source: Researchers' Fieldwork, 2018.

Table 4.2 illustrates the age range of the respondents, 70 of the respondents representing (35%) of the respondents were between 30-39 years and it constitutes majority age range of the respondents. (11%) of them were between the age range of 20-29 years. Additionally, 32% were between the ages of 40-49 years, 22% were also between the ages of 50-59 years and 0% of the participants were between the ages of 60-above years.

Table 4.3: Level of Education

Level of Education	Frequency	Percent (%)
SSCE/WASSCE/GCE'O/A	32	16
Certificate	34	17
Diploma	30	15
HND	28	14
First degree	50	25
Second Degree	26	13
Total	200	100

Source: Researchers' Fieldwork, 2018.

Table 4.3 describes respondents' level of education within the Assembly. With regards to the educational qualification of respondents, majority of fifty (50) comprising 25% had first degree, 16% of the respondent had SSCE/WASSCE/GCE'O/A qualification, 17% of them had certificate qualification, 15% of the respondent had diploma, 17% also had HND and 13% of the respondents had a second or masters degree.

Table 4.4: Years in Service (work experience)

Work experience(in years)	Frequency	Percent
1-5	36	18.0
6-10	66	33.0
11-15	48	24.0
16-20	38	19.0
21 and above	12	6.0
Total	200	100.0

Source: Researchers' Fieldwork, 2018.

Table 4.4 shows the respondents' work experience, 33% of respondents being the highest proportion had between 6 to 10 years of work experience, 24.5 % of the respondent were between 11 to 15 years work experience, 19% of respondents had 16 to 20 years work

experience, 18.5% also had between 1 to 5 years and finally, 6% of the respondents had 20 and above years of work experience.

Table 4.5: Department of Respondents

Departments	Frequency	Percent (%)
Central Administration	98	49
Budget and Rating	10	5
Finance	46	23
Works	46	23
Total	200	100

Source: Researchers' Fieldwork, 2018.

Table 4.5 shows the various department that the respondents work within. From the table, majority of respondent forming 49% were from the Central Administration, 23% of respondents were from both Works and Budget and Rating department respectively and finally 5% of respondents were from the Finance department.

Reliability

Cronbach's alpha was used to determine the internal reliability of the questionnaire used in this study. The questionnaire was subjected to a scale test and reliability was assessed based on the Cronbach's Alpha from the test items. Various authors like Fiel (2008) and Pallant (2011) recommends an alpha coefficient of 0.7 ($P > 0.7$, Significant) and above to infer sufficient internal consistency (reliability). SPSS tool was used to carry out the reliability test to determine the reliability of the questionnaires. A scale test based on the final list of 31 items of performance management practices scale returned an alpha coefficient of 0.838. This shows that the questionnaire items were highly reliably.

Table 4.6 Reliability Statistics

Cronbach's Alpha	Number of Items
0.838	31

Source: SPSS ($P > 0.7$, Significant, $P < 0.7$, Not Significant)

Data on Research Objectives

The data obtain from the main research objectives were coded and input on SPSS tool for analysis. The results from the study were described chronologically with respect to the study objectives.

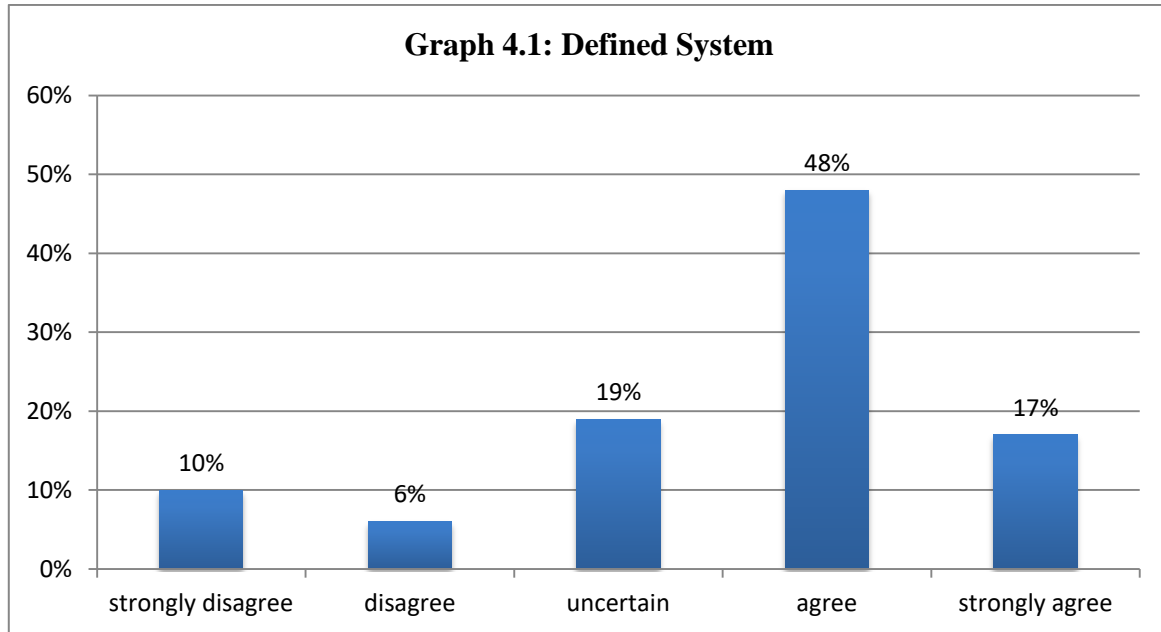
Nature of performance management practices

In ascertaining the nature of the system in place, the researcher sort to find out from the respondents, the presence or otherwise of certain key features and processes of a good performance management system. These include a clear performance management policy and mechanisms of which the employees are fully aware and participate in its processes, performance planning, coaching and performance appraisal.

Defined System

Responding to the statement "My organization has a defined system in place for measuring and managing employees' performance, (Graph 4.1 48% of respondents agreed that the

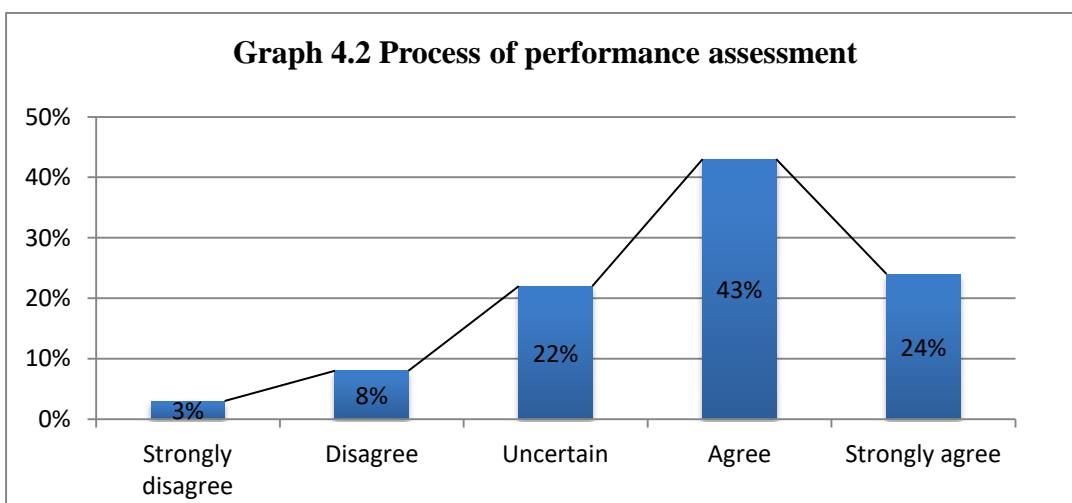
organization has a well defined system in place for measuring and managing employees performance while 19% are not sure or uncertain whether their organization has this system or not. Apart from respondent agreeing to having an evaluation system for measuring performance in place, 48% agreed that this system is fair while 25% were uncertain as to how this system is fair or not.



Source: SPSS data, 2018.

Performance Assessment

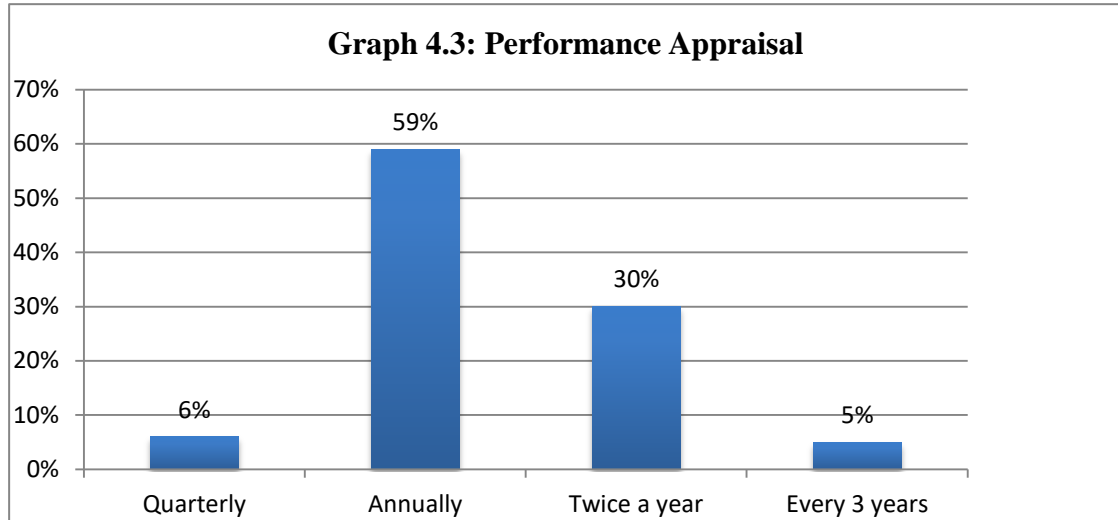
In ascertaining how the processes of performance assessment works, it was imperative that employees are asked to know whether they are privy to or understand these processes used in evaluating their performance. Responding to the statement “ I fully understand the processes of the system to measure and manage employees performance”, 43% being the majority also agreed that they understand this, 24% of respondents strongly agree with 22% uncertain about whether they understand this system or not, 8% of respondents disagree to this statement while 3% of respondents strongly disagree to this statement which also implies that they do not understand these processes used to assess their performance.



Source: SPSS data, 2018

Performance Appraisal

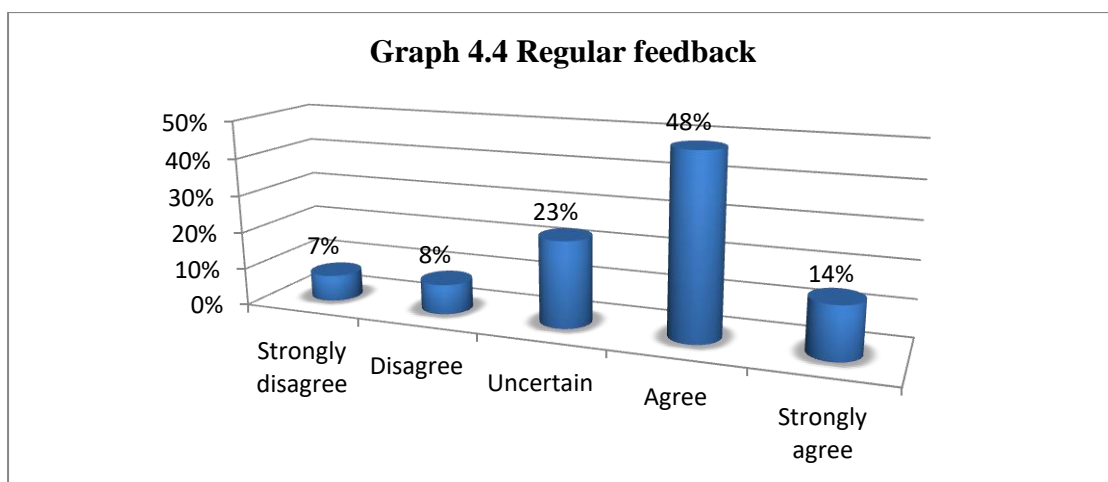
Talking about the frequency of performance appraisal or how often employees are assessed, 59% of respondents are assessed annually, 30% of respondents are assessed twice in a year, 6% also responded that they are quarterly assessed while 5% of respondent are assessed every three (3) years.



Source: SPSS data

Regular Feedback

Responding to the statement “My supervisor gives me regular feedback on how I am doing with performance expectations”, 48% of respondents agreed that their supervisors give them regular feedback on how they are doing with performance expectations whereas 23% are uncertain with regards to feedback from their supervisors, 14% of respondents strongly agree to their supervisors giving them feedback on their performance, 8% of respondents disagree to this assertion while 7% of respondents strongly disagree that their supervisors give them feedback on their performance.

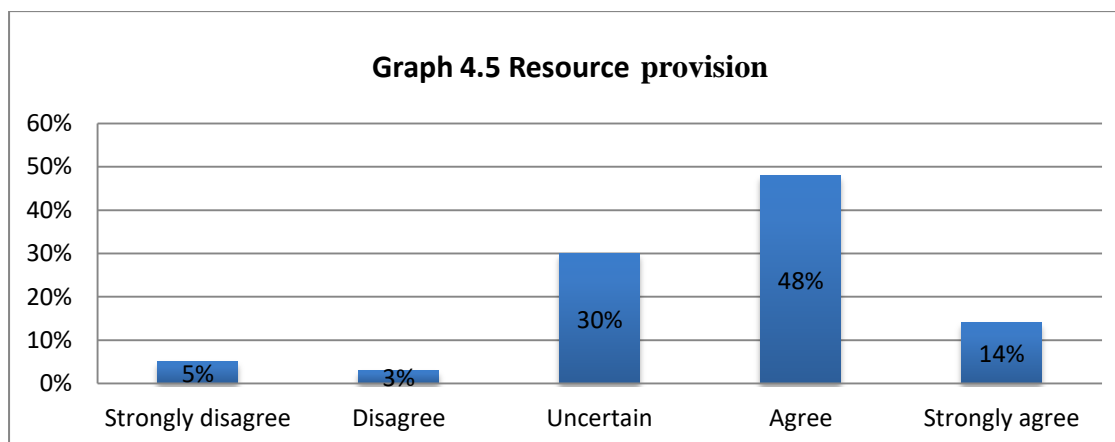


Source: SPSS data, 2018.

Resource provision

With regards to this statement “My organization provides the resources I need to do my job”, 48% of respondents agreed that the organization provide them with all the resources they

need to carry out their daily routines effectively, 30% of respondents were not sure as to whether they are provided with resources or not, 14% of respondents strongly agree to this assertion, 5% of respondents strongly disagree to this assertion while 3% disagree to it that they are not provided with resources for their work.



Source: SPSS data, 2018.

Challenges In The Implementation Of Performance Management Practices

To identify the challenges that may impede the smooth implementation of such a comprehensive and continuous process of sustaining and improving high performances in the workforce, attention was focused on management who are responsible for its implementation. Statements alluded to the design and processes of the system, resource availability and level of participation by both management and staff. In response to the statement 'The design and processes of the PMS adequately reflect the context of the organization.

Table 4.7: Challenges in the implementation of performance management practices

Statement	Strongly disagree	Agree	Uncertain	Agree	Strongly agree	Total
The design and processes of the PMP adequately reflect the context of the organization.	5.0%	5.0%	25.0%	56.0%	9.0%	100.0%
The organizational provide all the resources needed to implement PMP	2.0%	8.0%	32.0%	45.0%	13.0%	100.0%
Management and staff are adequately trained to implement PMP	6.0%	6.0%	27.0%	46.0%	15.0%	100.0%
Staff fully participate in the process of the PMP	1.0%	6.0%	32.0%	45.0%	16.0%	100.0%
The purpose and mode of appraising is not clear	18.0%	30.0%	26.0%	22.0%	4.0%	100.0%
There is a direct improvement in our operations as a result of the implementation of PMP	5.0%	9.0%	23.0%	52.0%	11.0%	100.0%

Source: Researcher's Fieldwork, 2018.

Table 4.7 shows the challenges in the implementation of performance management practices within Cape Coast Metropolitan Assembly. With respect to item one, design and process within the organization, (56% and 9%) agreed and strongly respectively that they are a challenge. Provision of resources was another challenge with a responding rate of 32% uncertain, 45% agreed and 13% strongly agreed. Adequate training of staff as a challenge to

the implementation of performance management practice was 27% uncertain, 46% agreed and 15% strongly agreed. 22% of the respondents agreed that mode and purpose of appraisal is not clear, 5% were strongly agreed and 26% were uncertain, 18% and 30% strongly disagreed and disagreed respectively.

DISCUSSION OF FINDINGS

The study focused to evaluate the effectiveness of performance management practices in Cape Coast Metropolitan Assembly. An overall 31 questionnaire items were designed to solicit for respondents' perception on the study. The data obtained includes the background information of the respondents, nature of performance management practices, strength and weakness of performance management practices, challenges and measures to improve performance management practices. A reliability coefficient of 0.838 was obtained using the Cronbach's Alpha, this proves that the data is highly reliable for decision making and knowledge contribution to literature.

From the analysis, the males were 59% and the females were 41%. The highest age group was between 30-39 years representing 35%, between 40-49 years were 32%. This indicates that majority of the workers in the Assembly were in their youth stage and very energetic and have work experience. 20-29 years were 11% and 50-59 years were 22%. None of the respondents was above 60 years. This shows that the Assembly conform to the Public Labour Law which allow workers to retire at age 60. In table 4.2.4, 33% of respondents being the highest proportion had between 6 to 10 years of work experience, 24.5 % of the respondent were between 11 to 15 years work experience, 19% of respondents had 16 to 20 years work experience, 18.5% also had between 1 to 5 years and finally, 6% of the respondents had 20 and above years of work experience.

With regards to the educational qualification of respondents, majority of fifty (50) comprising 25% had first degree, 17% also had HND and 13% of the respondents had a second or master's degree. In total, 55% (25%+17%+13%) of the respondents have higher or strong educational background and this promotes effective management practices.

The study revealed that the least work experience was between 6 to 10 years representing 33%. In effect, it is suggested that 67% of the workers have a lot of experience through the years of service at work. Also, (50%) of the respondents were junior staff (middle level management), 30% were clerical staff or lower level management while 20% of the respondents were senior staff (top level management).

Furthermore, 15.0% are revenue officers, 11% of the respondents were directors, 5% of respondents were budget officers, 10% of respondent were planning officers, 3% of them were finance officers, 12% of respondents were auditors, 6% of them were information officers, 11.5% of respondents were engineers, 5.5% of them were human resource managers, 11.5% of respondents were also drivers and finally 9.5% of respondents were laborers.

The results from research objective nature of performance management practices were analyzed and grouped from figure 4.4.1 to figure 4.4.5. Figure 4.4.1 shows the extent at which the organization has a well-defined systems and procedure for measuring performance. The figure revealed that 17% and 48% making (65%) strongly agreed and agreed respectively to the statement while 19% were uncertain. 16% (10% strongly disagreed, 6% disagreed) to the structure and definition procedure in measuring performance management practices.

Also, the study sought to find out how the processes of performance assessment works, it was imperative that employees are asked to know whether they are privy to or understand these processes used in evaluating their performance. Figure 4.4.2 revealed that 43% being the majority also agreed that they understand this, 24% of respondents strongly agree with 22% uncertain about whether they understand this system or not, 8% of respondents disagree to this statement while 3% of respondents strongly disagree to this statement which also implies that they do not understand these processes used to assess their performance. This is supported by Brandon Hall Group (August 2016) report, where performance management system is seen as a process of creating a work environment or setting in which people are enabled to perform to the best of their abilities.

Concerning supervision, 99% stipulated that their supervisors or superior supervises their work and assess their performance while 1% of respondent works are being supervised by their colleague or workers of the same rank.

Figure 4.4.3 revealed the frequency of performance appraisal or how often employees are assessed, 59% of respondents are assessed annually, 30% of respondents are assessed twice in a year, 6% also responded that they are quarterly assessed while 5% of respondent are assessed every three (3) years. Performance appraisal is used to assess employees' performance in the workplace. This support the literature and findings of Griffin & Ebert (2002), described performance appraisal as the "formal evaluation of an employee's job performance in order to determine the degree to which the employee is performing effectively". It is a formal process of employee monitoring (Cardy & Dobbins 1994; Murphy & Cleveland 1991) and usually involves "evaluating performance based on the judgments and opinions of subordinates, peers, supervisors, other managers and even workers themselves" (Jackson & Schuler 2003), whereas, a performance appraisal system (PAS) deals with all processes and procedures governing the performance appraisal in an organization (Jawahar 2007).

The nature of performance management practice is made perfect when feedback control procedure is instituted. Storey & Sisson (1993), their research shows that the main factors influences the performance of the employee is constant and continuous performance feedback from the supervisor. These feedbacks really enhance the employee to achieve both the individual and the organizational goals. The feedback control structure give immediate information to address management practices within the Assembly. Figure 4.4.4 showed that 48% of respondents agreed that their supervisors give them regular feedback on how they are doing with performance expectations whereas 23% are uncertain with regards to feedback from their supervisors, 14% of respondents strongly agree to their supervisors giving them feedback on their performance, 8% of respondents disagree to this assertion while 7% of respondents strongly disagree that their supervisors give them feedback on their performance. According to the study of Budworth, M. H., et al (2015) on feedback response as a measure of performance practices, this study examines the effectiveness of the feed forward interview for improving the job performance of employees relative to a traditional performance appraisal interview in a business equipment firm. Managers (n=25) were randomly assigned to one of two conditions. Employees (n=70) who engaged in a feed forward interview with their manager were observed by an anonymous peer to perform significantly better on the job four months later than employees (n=75) who received the company's traditional performance appraisal interview. The results suggest that the feed forward interview should prove useful for human resource managers who are searching for ways to increase the performance of their organization's human resources over and above the traditional performance appraisal.

Allocation of resources make performance management practices complete in every organization. Provision of resources enable workers to complete given task easily. Figure 4.4.5 revealed that the organization provide them with all the resources they need to carry out their daily routines effectively and 48% asserted to this. 30% of respondents were not sure as to whether they are provided with resources or not, 14% of respondents strongly agree to this assertion, 5% of respondents strongly disagree to this assertion whiles 3% disagree to it that they are not provided with resources for their work. This data support the fact that provision of resources increase efficient and work output since all the necessary equipment for work

The study moreover focused to identify the challenges in the implementation of performance management practices in Cape Coast Metropolitan Assembly. The results from table 4.7 showed the perception of the respondents. With respect to item one, design and process within the organization, (56% and 9%) agreed and strongly respectively that they are a challenge. Provision of resources was another challenge with a responding rate of 32% uncertain, 45% agreed and 13% strongly agreed. Adequate training of staff as a challenge to the implementation of performance management practice was 27% uncertain, 46% agreed and 15% strongly agreed. 22% of the respondents agreed that mode and purpose of appraisal is not clear, 5% were strongly agreed and 26% were uncertain, 18% and 30% strongly disagreed and disagreed respectively.

CONCLUSION

The background data of the respondents revealed that most of the respondents or workers in the Assembly are within the ages of 20 to 49 and 67% of the workers have more than six-years' experience through the years of service at work.

The researcher determined the nature of performance management practice (PMP, hereafter) from the findings of the study. PMP within organisations largely depends on the appraisal system, defined systems and procedure, performance assessment, provision of working resources and regular feedback. Although this dependents do not follow a strict process but needs to be covered within the management practices to achieve productivity goals. The identified management practices will be very useful to Cape Coast Assembly and similar organizations to achieve productivity goals.

The study further revealed the challenges Cape Coast Metropolitan usually encounter in implementing performance management practices. Some of the challenges highly supported by the respondents were; provision of resources to implement certain practices, link between practices and the actual organizational expectations, staff participation and the impact of performance management practices and operations of the assembly

RECOMMENDATIONS

Based on the findings, the following recommendations were made; Clear definition and procedure for measuring and managing employees' performance should be spelt out and made known to all individual workers. This will boost performance expectation and the organization could achieve its objectives efficiently and effectively.

Systematic and flexible feedback channel should be instituted to encourage supervision and bridge the gap between top, middle and operational line management levels in the Assembly.

To curtail or eliminate weakness pertaining to performance management practices, it is suggested that sufficient training and support be given to employees to improve upon their abilities and be abreast with current trends within the workplace.

Also, to handle challenges in the implementation of performance management practices, necessary and adequate resources should be provided to all departments for effective performance and practice. And staff should fully participated in the process of performance management practices.

Management should also design motivational packages of all kinds to attract individual employees and teams to improve performance management practices in the organization. Proper steps should be followed in rewarding outstanding teams and individual employees to avoid conflict.

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