

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND  
TECHNOLOGY KUMASI  
INSTITUTE OF DISTANCE LEARNING**

**THE EVALUATION OF EMPLOYEES PERFORMANCE  
APPRAISAL IN THE GHANA HEALTH SERVICES  
(A CASE STUDY OF ST. PATRICK HOSPITAL – OFFINSO)**

**BY**

**LUMOR DORA**

**A thesis submitted to the Institute of Distance Learning, Kwame Nkrumah University of Science and Technology in partial fulfillment of the requirements for the degree.**



**COMMONWEALTH EXECUTIVE MASTER OF BUSINESS  
ADMINISTRATION**

**June, 2011.**

## **DECLARATION**

I hereby declare that, except for specific references which have been duly acknowledged, it is work is the result of my own field research and it has not been submitted either in part or whole for any other degree elsewhere.

Lumor Dora (PG2068908)

Student Name & ID

Signature

Date

Certified by:

Mr. Stephen Kyeremateng

(Supervisor)

Signature

Date

Certified by:

(Head of Department)

Signature

Date

## ABSTRACT

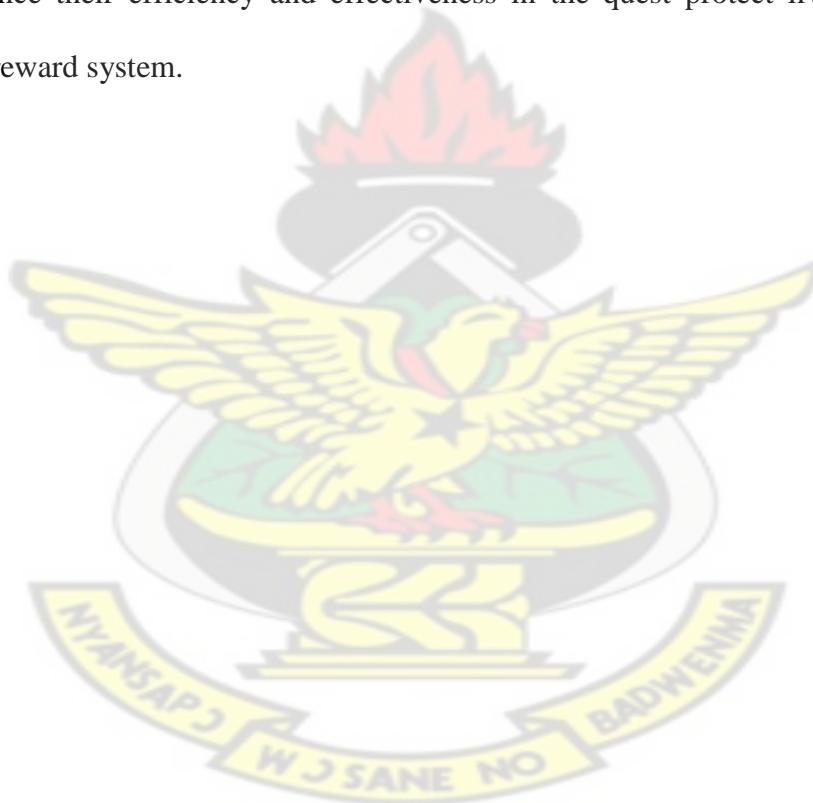
Performance appraisal showed a structured formal interaction between a subordinate and supervisor that usually takes the form of a periodic interview (annual or semi-annual), in which the work performance of the subordinate is examined and discussed, with a view to identifying weaknesses and strengths as well as opportunities for improvement and skills development; has become the most powerful tool to calibrate, refine and reward the performance of the employee.

The performance of the Ghana Health Service in recent time has come under barrage of criticisms in terms of inefficiency in the discharge of duties causing the untimely death of relations by the general public without recourse to the deplorable working conditions under which employees put their lives on the line in ensuring that Ghanaians enjoy better health facilities, particularly on employees performance appraisals. The study thus adopted the general objective to ascertain the extent and/or adequacy of employee' appraisals within the Ghana Health Services and its impact on health delivery in the country.

A sample size of sixty (60), comprising (10) senior staff and fifty (50) junior staff of the target population (250) responded to the administered questionnaire; 16.67% of the respondents were senior staff, while the junior staff registered the remaining 83.33%; a ratio of 1:1.1 with regard to male and female distribution respectively, indicating enough evidence of gender balance in both men and women(i.e. distribution was gender fairly represented).

The findings of the research indicated that the current appraisal system as a tool to provide the objective assessment of staff received a negative response with the notable

reasons as in: it is inconclusive and unreliable, appraiser can be biased towards the appraise, fraught with favoritism and there was ample evidence to poor supervision of work, inability to monitor employees by supervisors due to nepotism, job description are not clearly spelt out to employees. In the light of these findings recommendations of St. Patrick Hospital formulating a well structured Appraisal System which could be reviewed periodically for optimum results in the area of proper, independent and objective assessments of performance, officers need to undergo training and re-training to enhance their efficiency and effectiveness in the quest protect lives and property, proper reward system.



## **DEDICATION**

First and foremost, this work is dedicated to the almighty God for his grace and blessings which have propelled me this far. Secondly, I also wish to dedicate this material to my late husband, Mr. kweku reindorf, the executive secretary for health in the archdiocese, Miss Theresa mensah and my children, Angela, suzzy , George, and Marylyn.



## **ACKNOWLEDGEMENT**

I am very grateful to the Almighty God for seeing me through this project work. I am also most to my late husband for introducing me through this programme of studies and encouraging me to forge ahead with determination. May his soul rest in peace. I wish to express my sincere appreciation to my supervisor, Mr. Stephen Kyeremateng, lecture and area manager, sic life company, Kumasi, whose guidance support and corrections has made me come out successfully with this piece of work. My warm gratitude goes to all workers and management of ST, Patrick's hospital for their support and encouragement.

I am highly indebted to my Dad & Mum, Mr. & Mrs. Lumor, for their constant prayers and support which has brought this project work to a successful end. Finally, my profound appreciation goes to all persons who in diverse ways have contributed to the success of this project especially Ebenezer Kwayisi.,

## TABLE OF CONTENT

<b>CONTENTS</b>	<b>PAGE</b>
TITLE.....	I
DECLARATION.....	II
ABSTRACT.....	III
DEDICATION.....	V
ACKNOWLEDGEMENT.....	VI
TABLE OF CONTENT.....	VII
ABBREVIATIONS.....	XI
LIST OF FIGURES.....	XII
LIST OF TABLES.....	XIII
 <b>CHAPTER ONE</b> <b>INTRODUCTION</b>	
1.0    Background of the study.....	1
1.1    Statement of the problem.....	3
1.2    Research Objective.....	4
1.3    Research Questions.....	4
1.4    Scope of the study.....	5
1.5    Significance/Justification of the Research.....	5
1.6    Methodology.....	6
1.7    Limitation of the study.....	6
1.8    Organization of the study.....	7
 <b>CHAPTER TWO</b> <b>LITERATURE REVIEW</b>	
2.0    Introduction.....	8

2.1	Definitions of Performance Appraisal (PA).....	8
2.2	Concept of Employees PA.....	9
2.3	Objectives of PA.....	12
2.4	Definition of Performance.....	14
2.5	Employee Evaluation.....	15
2.6	Tools of PA Method.....	17
2.7	Process of PA.....	20
2.8	Challenges of PA.....	23
2.9	Pre-requisites for Effective &Successful PA.....	24
2.10	Appraisal as Employee Motivation Mechanism.....	26
2.11	TQM AND PA.....	27
2.12	Linking compensation to Performance.....	29

### **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

3.0	Introduction.....	31
3.1	Research Design.....	31
3.2	Population.....	32
3.3	Sample size and Sampling Procedures.....	32
3.4	Sources of Data.....	33
3.4.1	Secondary Data Sources.....	34
3.4.2	Primary Data Sources.....	34
3.5	Data Collection Method.....	34
3.5.1	Research Instrument.....	35
3.6	Administration of Questionnaire.....	35

3.7	Data and Information processing.....	36
3.8	GHS at A Glance.....	37
3.8.1	Organization of the G H S.....	39
3.8.2	The GHS Code of Ethics.....	41
3.9	St. Patrick’s Hospital.....	43
<b>CHAPTER FOUR                    DATA PRESENTATION AND ANALYSIS</b>		
4.0	Introduction.....	47
4.1	Data Presentation and Analysis.....	47
4.2	Departmental Distribution of Employees.....	49
4.3	Years with Service.....	50
4.4	Staff Appraisals Issues.....	52
4.5	Environment of Appraisal.....	57
4.6	Performance Measurement and Attained Results.....	59
<b>CHAPTER FIVE                    SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS</b>		
5.0	Introduction.....	63
5.1	Summary of finding.....	63
5.2	Conclusion.....	67
5.3	Recommendation.....	68
<b>References.....</b>		70
<b>Appendix.....</b>		72

## **ABBREVIATIONS**

PAS	Performance Appraisal System
GHS	Ghana Health Services
TQM	Total Quality Management
EA	Employees Appraisals
MBO	Management by Objectives
OPD	Out-Patient-Department

**KNUST**



## LIST OF FIGURES

1. Conceptual Framework	11
2. Process of PA	21
3. Gender ratio	49
4. Departmental Representation	50
5. Years in current position	51
6a. Job Knowledge	52
6b. Effective communication	53
6c. Professional competence	54
6d. Managerial Ability of staff	54
6e. Productivity, Work Quality, Problem solving	55
7. Personal characteristic	56
8a. PA without Employees knowledge	57
8b. Personal File	58
8c. Good relationship with supervisors	58
8d. Appraisal based on merit	59
9a. Appraisal v Output and Resource v PA	61
9b. Commitment, Favouritism, Regular Meeting	61

## **LIST OF TABLES**

1. Respondents Distribution	48
2. Number of years in current position	51



## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Background of the Study**

One of the most pertinent aspects of employees' development strategy for organizations is the regular conduct of performance appraisals. Howbeit, in view of the numerous challenges facing business organizations, primarily caused by the turbulent competition in industry; and by inference to the employees, performance appraisals offer a valuable opportunity to recognize and reward employees' efforts and performance, detected key barriers and facilitators to work practice, and identify professional development needs and opportunities.

Investing time in regular, structured performance appraisals is a key strategy for supervisors and managers to support, motivate and reward... (Skinner et. al., 2001). Performance appraisal thus indicates a structured formal interaction between a subordinate and supervisor, that usually takes the form of a periodic interview (annual or semi-annual), in which the work performance of the subordinate is examined and discussed, with a view to identifying weaknesses and strengths as well as opportunities for improvement and skills development; has become the most powerful tool to calibrate, refine and reward the performance of the employee.

There are several benefits accruing to organizations that engage in a regular and systematic performance appraisal system within an organization, especially when it is

developed in consultation with employees and managers, and clear links are established between appraisals and valued rewards and outcomes.

In recent times, job performance of an employee is often the most significant consideration for determining whether to promote the person. While successful in the present job does not necessarily mean an employee will be an effective performer in a higher-level job, performance appraisals do provide some predictive information that can be used to identify employees' strengths and weaknesses (Byars and Rue, 2004). Thus, performance appraisals have become a powerful tool for increasing motivation and improving work practices if conducted in a constructive, open and supportive manner (Skinner et al, 2002).

In simply terms, it is a systematic way of reviewing and assessing the performance of an employee during a given period of time and planning for his future. It helps to analyze and evaluate an employee's achievements and contributions towards the achievements of the overall organizational goals.

Many contemporary organizations use appraisal results, either directly or indirectly, to help determine reward outcomes i.e., the appraisal results are used to identify the better performing employees who should get the majority of available merit pay increases, bonuses, and promotions. By the same token, appraisal results are used to identify the poorer performers who may require some form of counseling, or in extreme cases, demotion, dismissal or decreases in pay.

Gary Dessler (2008) indicated that performance appraisal assumes that the employees knew what performance standards were, and received the feedback required to remove

any performance deficiencies. The aim should always be to improve the employees', and, thereby, the company's performance.

Organizations, particularly, the Ghana Health Services as a corporate entity cannot divulge itself from this all important concept of Employee Appraisals which in several cases could serve as a form of motivation to employees. Obviously, the compelling and competing demands facing the Health Sector has positive correlation to the best delivery of health services to Ghanaians. The condition of service of employees, particularly, the appalling infrastructure and modern equipments of the service; and the low level of salaries unquestionably reflects the poor levels of commitment, lack of professionalism and other can hardly inspire any patriotic Ghanaian to work efficiently.

In the absence of a carefully structured system of appraisal, people will tend to judge the work performance of others, including subordinates, naturally, informally and arbitrarily. It has become imperative in the face of the above mentioned challenges for serious minded corporate entities to take strategic steps based on very elaborate strategic plans (i.e. short-term, medium-term and long-term) in order to normalize the situation.

### **1.1 Statement of the Problem**

The performance of the Ghana Health Service in recent times has come under barrage of criticisms. Employees have been accused of high level of inefficiency in the discharge of duties causing the untimely death of relations by the general public. Unfortunately, it was until recently, that research had revealed the deplorable working conditions under which employees put their lives on the line in ensuring that Ghanaians enjoy better health facilities. Poor infrastructures, inadequate logistics and equipments, laxity in the

upholding of ethical conducts, low salaries and inadequate reward system which has always led to employees embarking on industrial strikes are hallmark of the Ghana Health Service. These and others have led to the low level of public confidence and respect in the institution and had further resulted in the negative multiplier effects of poor performance, low morale and lack of discipline in the service vis-à-vis the theories on performance appraisals.

## **1.2 Research Objectives**

The general objective of the study is to ascertain the extent and/or adequacy of employees' appraisals within the Ghana Health Service and its impact on health delivery in the country.

Specific objectives for the study are:

To determine whether employees' performance appraisals system has a positive correlation with outcome (i.e. service delivery).

To find out if employees' performance appraisal system has a link with employees' reward scheme.

To provide the required recommendations that would aid the Ghana Health Service to improve the employees' performance appraisal system.

## **1.3 Research Questions**

To achieve the main objective of the study the following research questions are to be answered:

What are the main factors that were considered in the choice of employees appraisals?

What are the expectation of employers' and client after appraisal is carried out?

Does the performance appraisal system enable employees to perform exceptionally?

How best to improve the staff performance appraisal system at St. Patrick Hospital?

The study was conducted within the framework of evaluating employees' performance appraisals in the Ghana Health Service.

#### **1.4 Scope of the study**

The study was carried out at the St. Patrick Hospital, Offinso. It is a case study approach and did not cover other health facilities to reflect the entire industry response to performance appraisal.

Hence, the result was not generalized but its findings were placed in the relevant context of the individual hospital studied.

#### **1.5 Significance/Justification of the Research**

This research seeks to provide the needed information that would guide the Management of the Ghana Health Service to evaluate the benefits attained due to the corporate decision on staff performance appraisals within the scope of the strategic plan. In addition, it emphasizes the need for the Ghana Health Service, specifically, St. Patrick Hospital, Offinso, to align their strategies with their performance measurement systems by which the effect of the appropriate motivation factors could be ascertained by juxtaposing them with performance level.

## **1.6 Methodology**

The researcher would employ a methodology to achieve the objective of the study based on primary and secondary data as regards the trend of performance of St. Patrick Hospital. Furthermore, the researcher would focus on the population, sampling, research instrument; administration of questionnaires to the senior and junior staffs of the targeted sample size using the probability sampling method of purposive random sampling.

Data collected (via questionnaires and interviews for primary data) would be collated and analyzed using the appropriate statistical techniques such as distribution tables, which culminated into bars and pie charts via the Microsoft Excel Software. Furthermore information, such as specific comments and issues raised by respondents, would be analyzed and summarized into tables.

## **1.7 Limitations of the Study**

The boundaries of the research covered the entire health workers of the St. Patrick Hospital. The questionnaires were answered by sixty (60) respondents. The researcher wanted to cover more than this number so as to give a fairer representation of the entire population. However, as a result of time and financial constraints, and also due to delays by some respondents in answering and returning the questionnaires, this sample size was considered adequate for the study.

## **1.8 Organization of the Study**

The study covers the following components:

Chapter one would be made up of the introduction of the study. Chapter two provides literature on the theories of motivation and its correlation with performance measurement.

The third chapter, captioned “Methodology”, will deal with the detailed description of the design and procedures that would be used to carry out the research. The research would be undertaken by basically depending on primary and secondary data obtained from administered questionnaires and targeted sample size of the entire service.

A historical background of the Ghana Health Service and St. Patrick Hospital would be captured.

The fourth chapter shows assessment of the analyzed data on the performances measured as per health statistics and extent appraisal methods in place. Chapter five provides the summary, conclusions and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter reviews the literature on the evaluation of employees' performance appraisal by looking at the various definitions provided by authorities on the subject, the concept, objective, uses, purposes and processes of both employees' performance appraisals.

#### **2.1 Definitions of Performance Appraisal (PA)**

Several authorities on the subject have come out with a number of definitions which are elucidated in the subsequent paragraphs:

Byars and Rue (2004) indicated that PA involves determining and communicating to an employee when he/she is performing the job and, ideally, establishing a plan of improvement.

Byars and Rue (2004) indicates performance appraisal as the formal, systematic assessment of how well employees are performing their jobs in relation to established standards, and the communication of that assessment to employees”

Dale Yoder (1982), as cited by“Amstrong, (2008) the formal assessment and rating of individuals by their managers occurs usually at an annual review meeting.

In the view of Dessler (2008), it is any procedure that involves; setting work standards, assessing the employees' actual performance relative to those standards and providing feedback to employees with the aim of motivating him/her to eliminate performance deficiencies or to continue to perform above expectation.

Filippo (1980) stated that PA is the systematic, periodic and an impartial rating of an employee's excellence in matters pertaining to his present job and his potential for a better job.

Aquinas (2009) summed everything up by defining PA as a method of evaluating the behaviour of employees in the work spot, normally including both the quantitative and qualitative aspects of job performance. He further reiterated that it is a systematic and objective way of evaluating both work-related behaviour and potential of employees.

## **2.2 Concept of Employees Performance Appraisals**

Human beings differ in their respective abilities and aptitudes. There is always some difference between the quality and quantity of the same work on the same job being done by two different individuals; thus, PA of employees are necessary to have perfect understanding of each employee's abilities, competencies and relative merit and worth for the organization. Performance appraisals rate the employees in terms of their performance and are widely used now in every industry.

It is necessary to measure the performance of the employees and the organization to check the progress towards the desired goals and aims. The latest mantra being followed by organizations across the world being – "get paid according to what you contribute" –

the focus of the organizations is turning to performance management and specifically to individual performance. Performance appraisal helps to rate the performance of the employees and evaluate their contribution towards the organizational goals. If the process of performance appraisals is formal and properly structured, it helps the employees to clearly understand their roles and responsibilities and give direction to the individual's performance. It helps to align the individual performances with the organizational goals and also review their performance.

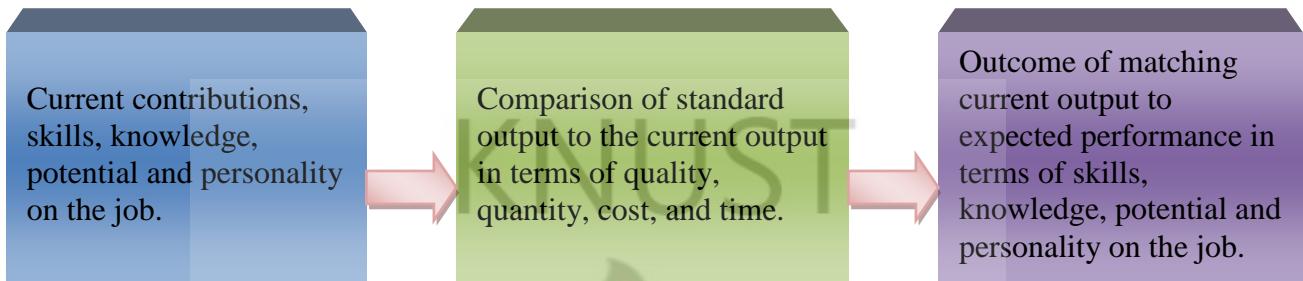
Performance appraisal takes into account the past performance of the employees and focuses on the improvement of the future performance of the employees (Naukrihub.com, 2010).

A performance appraisal, employee appraisal, performance review, or (career) development discussion is a method by which the job performance of an employee is evaluated (generally in terms of quality, quantity, cost, and time) typically by the corresponding manager or supervisor. A performance appraisal is a part of guiding and managing career development. It is the process of obtaining, analyzing and recording information about relative worth of an employee to the organization (Wikimedia Foundation Inc., 2006).

In simple terms, it is described as a systematic way of reviewing and assessing the performance of an employee during a given period of time and planning for his future. It is a powerful tool to calibrate, refine and reward the performance of the employee. It helps to analyze his achievements and evaluate his contribution towards the achievements of the overall organizational goals. By focusing the attention on

performance, performance appraisal goes to the heart of personnel management and reflects the management's interest in the progress of the employees.

**Figure 1: Conceptual Framework**



Source: Field Survey, 2010

In the absence of a carefully structured system of appraisal, people will tend to judge the work performance of others, including subordinates, naturally, informally and arbitrarily. The human inclination to judge can create serious motivational, ethical and legal problems in the workplace. Without a structured appraisal system, there is little chance of ensuring that the judgments made will be lawful, fair, defensible and accurate. Performance appraisal systems began as simple methods of income justification. That is, appraisal was used to decide whether or not the salary or wage of an individual employee was justified (Naukrihub.com, 2010).

The process was firmly linked to material outcomes. If an employee's performance was found to be less than ideal, a cut in pay would follow. On the other hand, if their performance was better than the supervisor expected, a pay rise was in order. Little consideration, if any, was given to the developmental possibilities of appraisal. It was

felt that a cut in pay, or a rise, should provide the only required impetus for an employee to either improve or continue to perform well (*ibid*).

Sometimes this basic system succeeded in getting the results that were intended; but more often than not, it failed. For example, early motivational researchers were aware that different people with roughly equal work abilities could be paid the same amount of money and yet have quite different levels of motivation and performance. These observations were confirmed in empirical studies. Pay rates were important, yes; but they were not the only element that had an impact on employee performance. It was found that other issues, such as morale and self-esteem, could also have a major influence. As a result, the traditional emphasis on reward outcomes was progressively rejected. In the 1950s in the United States, the potential usefulness of appraisal as tool for motivation and development was gradually recognized. The general model of performance appraisal, as it is known today, began from that time (Wikimedia Foundation Inc., 2006).

### **2.3 Objectives of Performance Appraisal**

PA plans are designed to meet the needs of the organization and the individual. It is increasingly viewed as central to good human resource management and could be undertaken either for evaluating the performance of employees or for developing them. The evaluative purpose has historical dimension and is concerned primarily with looking back at how employees have actually performed over a given time period, compared with required standards of performance. The developmental purpose is concerned with the identification of employee's training and development needs (Aquinias, 2009).

Naukrihub.Com, (2007) again provided a list of objective in relation to the subject matter of performance appraisals as elucidated below.

To review the performance of the employees over a given period of time.

To judge the gap between the actual and the desired performance.

To help the management in exercising organizational control.

Helps to strengthen the relationship and communication between superior – subordinates and management – employees.

To diagnose the strengths and weaknesses of the individuals so as to identify the training and development needs of the future.

To provide feedback to the employees regarding their past performance.

Provide information to assist in the other personal decisions in the organization.

Provide clarity of the expectations and responsibilities of the functions to be performed by the employees.

To judge the effectiveness of the other human resource functions of the organization such as recruitment, selection, training and development and,

To reduce the grievances of the employees.

## **2.4 Definition of Performance**

According to Byars and Rue (2004) performance refers to the degree of accomplishment of the tasks that make up an employee's job. It reflects how well an employee is fulfilling the requirements of a job. Often confused with efforts, which refer to energy expended, performance is measured in terms of results. Job performance is the net effect of an employee's effort as modified by abilities and role (or task) perceptions. Thus performance in a given situation can be viewed as resulting from the interrelationships among effort, abilities, and role perceptions.

Efforts which result from being motivated, refers to the amount of energy (physical and/or mental) an individual uses in performing a task. Abilities are personal characteristics used in performing a job. Abilities usually do not fluctuate widely over short periods of time. Role (tasks) perceptions refer to the direction(s) in which individuals believe they should channel their efforts on their jobs. The activities and behaviours people believe are necessary in the performance of their jobs define their role perceptions (ibid).

In order to attain an acceptable level of performance, a minimum level of proficiency must exist in each of the performance components. Similarly, the level of proficiency in any one performance component can place an upper boundary on performance. If employees put forth tremendous effort and have excellent abilities but lack a clear understanding of their roles, performance will probably not be good in the eyes of their managers. Much work will be produced, but it will be misdirected (ibid).

## **2.5 Employee Evaluation**

Cummings (1976) indicated that the overall objective of PA is to improve the efficiency of enterprise by attempting to mobilize the best possible efforts from individuals employed in it. Such appraisals achieve four objectives which include salary reviews, the development and training of individuals, planning job rotation and assists promotions.



An organization needs constantly to take stock of its workforce and to assess its performance in existing jobs for three reasons:

To improve organizational performance via improving the performance of individual contributors (should be an automatic process in the case of good managers, but (about annually) two key questions should be posed:

What has been done to improve the performance of a person last year?

What can be done to improve his or her performance in the year to come?.

To identify potential, i.e. to recognize existing talent and to use that to fill vacancies higher in the organization or to transfer individuals into jobs where better use can be made of their abilities or developing skills.

To provide an equitable method of linking payment to performance where there are no numerical criteria. Cummings (1976)

On-the-spot, managers and supervisors, not HR staffs, carry out evaluations. The personnel role is usually that of:

Advising top management of the principles and objectives of an evaluation system and designing it for particular organizations and environments.

Developing systems appropriately in consultation with managers, supervisors and staff representatives. Securing the involvement and cooperation of appraisers and those to be appraised.

Assistance in the setting of objective standards of evaluation / assessment, for example:

Defining targets for achievement;

Explaining how to quantify and agree objectives;

Introducing self-assessment;

Eliminating complexity and duplication.

Publicizing the purposes of the exercise and explaining to staff how the system will be used.

Organizing and establishing the necessary training of managers and supervisors who will carry out the actual evaluations/ appraisals. Not only training in principles and procedures but also in the human relations skills necessary. (Lack of confidence in their own ability to handle situations of poor performance is the main weakness of assessors.)

Monitoring the scheme - ensuring it does not fall into disuse, following up on training/job exchange etc. recommendations, reminding managers of their responsibilities. Cummings (1976)

Full-scale periodic reviews should be a standard feature of schemes since resistance to evaluation / appraisal schemes is common and the temptation to water down or render schemes ineffectual is ever present (managers re-sent the time taken if nothing else).

Basically an evaluation / appraisal scheme is a formalization of what is done in a more casual manner anyway (e.g. if there is a vacancy, discussion about internal moves and internal attempts to put square pegs into 'squarer holes' are both the results of casual evaluation). Most managers approve merit payment and that too calls for evaluation. Made a standard routine task, it aids the development of talent, warns the inefficient or uncaring and can be an effective form of motivation (Accel-Team, 2010).

## **2.6 Tools of Performance Appraisal Methods**

Byars and Rue (2004) stipulated that whatever the method of PA an organization uses it must be job related; therefore, prior to selecting a PA method an organization must conduct job analyses and develop job description.

In recent times many organizations have replaced the traditional appraisals methods with various kinds of appraisal management including the 11 methods elucidated as follows.

### **1. Critical Incident Method**

The critical incident for performance appraisal is a method in which the manager writes down positive and negative performance behavior of employees throughout the performance period.

## **2. Weighted checklist**

This method describe a performance appraisal method where rater familiar with the jobs being evaluated prepared a large list of descriptive statements about effective and ineffective behavior on jobs

## **3. Paired Comparison Analysis**

Paired comparison analysis is a good way of weighing up the relative importance of options. A range of plausible options is listed. Each option is compared against each of the other options. The results are tallied and the option with the highest score is the preferred option.

## **4. Graphic Rating Scales**

The Rating Scale is a form on which the manager simply checks off the employee's level of performance. This is the oldest and most widely method used for performance appraisal.

## **5. Essay Evaluation**

This method asked managers / supervisors to describe strengths and weaknesses of an employee's behavior. Essay evaluation is a non-quantitative technique. This method usually use with the graphic rating scale method. Byars and Rue (2004)

## **6. Behaviorally Anchored Rating Scales**

This method used to describe a performance rating that focused on specific behaviors or sets as indicators of effective or ineffective performance. It is a combination of the rating scale and critical incident techniques of employee performance evaluation

## **7. Performance Ranking Method**

Ranking is a performance appraisal method that is used to evaluate employee performance from best to worst. Manager will compare an employee to another employee, rather than comparing each one to a standard measurement.

## **8. Management by Objectives (MBO)**

MBO is a process in which managers / employees set objectives for the employee, periodically evaluate the performance, and reward according to the result. MBO focuses attention on what must be accomplished (goals) rather than how it is to be accomplished (methods).

## **9. 360 Degree Performance Appraisal**

360 Degree Feedback is a system or process in which employees receive confidential, anonymous feedback from the people who work around them. Byars and Rue (2004)

## **10. Forced Ranking (Forced Distribution)**

Forced ranking is a method of performance appraisal to rank employee but in order of forced distribution. For example, the distribution requested with 10 or 20 percent in the top category, 70 or 80 percent in the middle, and 10 percent in the bottom.

## **11. Behavioral Observation Scales**

Behavioral Observation Scales is frequency rating of critical incidents that worker has performed.

### **2.7 Process of Performance Appraisal**

PA is planned, developed and implemented through a series of steps as illustrated by Aqinas (2009) in the subsequent paragraphs:

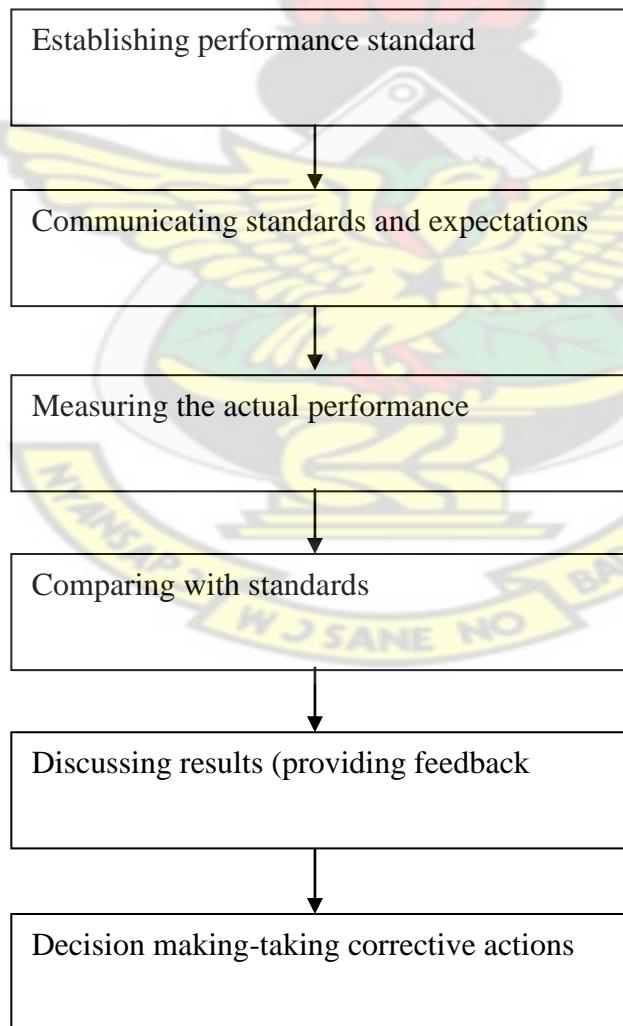
#### **Establishing Performance Standards**

The first step in the **process of performance appraisal** is the setting up of the standards which will be used to as the base to compare the actual performance of the employees. This step requires setting the criteria to judge the performance of the employees as successful or unsuccessful and the degrees of their contribution to the organizational goals and objectives. The standards set should be clear, easily understandable and in measurable terms. In case the performance of the employee cannot be measured, great care should be taken to describe the standards.

## Communicating the Standards

Once set, it is the responsibility of the management to communicate the standards to all the employees of the organization. The employees should be informed and the standards should be clearly explained to them. This will help them to understand their roles and to know what exactly is expected from them. The standards should also be communicated to the appraisers or the evaluators and if required, the standards can also be modified at this stage itself according to the relevant feedback from the employees or the evaluators.

Figure 2 : Process of Performance Appraisal



## **Measuring the Actual Performance**

The most difficult part of the Performance appraisal process is measuring the actual performance of the employees that is the work done by the employees during the specified period of time. It is a continuous process which involves monitoring the performance throughout the year. This stage requires the careful selection of the appropriate techniques of measurement, taking care that personal bias does not affect the outcome of the process and providing assistance rather than interfering in an employees work.

## **Comparing the Actual With the Desired Performance**

The actual performance is compared with the desired or the standard performance. The comparison tells the deviations in the performance of the employees from the standards set. The result can show the actual performance being more than the desired performance or, the actual performance being less than the desired performance depicting a negative deviation in the organizational performance. It includes recalling, evaluating and analysis of data related to the employees' performance.

## **Discussing Results**

The result of the appraisal is communicated and discussed with the employees on one-to-one basis. The focus of this discussion is on communication and listening. The results, the problems and the possible solutions are discussed with the aim of problem solving and reaching consensus. The feedback should be given with a positive attitude as this can have an effect on the employees' future performance. The purpose of the

meeting should be to solve the problems faced and motivate the employees to perform better. Byars and Rue (2004)

## **Decision Making**

The last step of the process is to take decisions which can be taken either to improve the performance of the employees, take the required corrective actions, or the related HR decisions like rewards, promotions, demotions, transfers etc.

### **2.8 Challenges of Performance Appraisal**

An organization comes across various problems and challenges Of Performance Appraisal in order to make a performance appraisal system effective and successful (Byars and Rue, 2004). The main Performance Appraisal challenges involved in the performance appraisal process are (Naukrihub.com, 2007):

#### **Determining the evaluation criteria**

Identification of the appraisal criteria is one of the biggest problems faced by the top management. The performance data to be considered for evaluation should be carefully selected. For the purpose of evaluation, the criteria selected should be in **quantifiable or measurable terms**

#### **Create a rating instrument**

The purpose of the Performance appraisal process is to judge the performance of the employees rather than the employee. The focus of the system should be on the development of the employees of the organization.

## **Lack of competence**

Top management should choose the raters or the evaluators carefully. They should have the required expertise and the knowledge to decide the criteria accurately. They should have the experience and the necessary training to carry out the appraisal process objectively.

## **Errors in rating and evaluation**

Many errors based on the personal bias like stereotyping, halo effect (i.e. one trait influencing the evaluator's rating for all other traits) etc. may creep in the appraisal process. Therefore the rater should exercise objectivity and fairness in evaluating and rating the **performance of the employees**.

## **Resistance**

The appraisal process may face resistance from the employees and the trade unions for the fear of negative ratings. Therefore, the employees should be communicated and clearly explained the purpose as well the **process of appraisal**. The standards should be clearly communicated and every employee should be made aware that what exactly is expected from him/her. (Naukrihub.com, 2007):

## **2.9 Pre-requisites for Effective & Successful Performance Appraisal**

Naukrihub.com, 2010 provided the essentials of an effective performance system as indicated below:

**Documentation** – means continuous noting and documenting the performance. It also helps the evaluators to give a proof and the basis of their ratings.

**Standards / Goals** – the standards set should be clear, easy to understand, achievable, motivating, time bound and measurable.

**Practical and simple format** - The appraisal format should be simple, clear, fair and objective. Long and complicated formats are time consuming, difficult to understand, and do not elicit much useful information.

**Evaluation technique** – An appropriate evaluation technique should be selected; the appraisal system should be performance based and uniform. The criteria for evaluation should be based on observable and measurable characteristics of the behavior of the employee.

**Communication** – Communication is an indispensable part of the Performance appraisal process. The desired behavior or the expected results should be communicated to the employees as well as the evaluators. Communication also plays an important role in the review or feedback meeting. Open communication system motivates the employees to actively participate in the appraisal process.

**Feedback** – The purpose of the feedback should be developmental rather than judgmental. To maintain its utility, timely feedback should be provided to the employees and the manner of giving feedback should be such that it should have a motivating effect on the employees' future performance. (Naukrihub.com, 2007):

**Personal Bias** – Interpersonal relationships can influence the evaluation and the decisions in the performance appraisal process. Therefore, the evaluators should be trained to carry out the processes of appraisals without personal bias and effectively.

## **2.10 Appraisal as Employee Motivation Mechanism**

Keeping in mind the growing attrition rates and the employee dissatisfaction among the employees, the HR professionals are approaching and using the performance appraisal as a fuel to motivate employees. The latest trend being followed by the HR professionals is to use the performance appraisal and review process as a motivating mechanism. Various surveys and studies have testified the relationship between performance review, pay and motivation. Other than the traditional goal of assessing the performance of the employees, Performance appraisals and reviews can be used as a tool to reinforce the desired behaviour and competent performance of the employees (Naukrihub.com, 2010).

One of the most motivating factors for the employees, in the Performance appraisal processes is to receive a fair and accurate assessment of their performance. Inaccurate evaluation is one reason because of which most employees dread going through performance appraisals. An employee always expects his appraiser to recognize and appreciate his achievements, support him to overcome the problems and failures. The discrepancies and the inaccuracies in the performance review can demotivate the employees, even if there has been an increase in the salary. Such inaccuracies can kill the innovating and risk taking enthusiasm and spirit in the employees. Similarly, inaccurate reviews with no hike in compensation can increase the attrition rate in the organization, forcing the employees to look out for other options.

Inaccurate Performance Review     Increase in salary     **Decreased**

#### **Motivation\***

Performance Review     No Increase in salary     **Decreased Motivation\***

Accurate Performance Review     Increase in salary     **Motivation\***

Source: Naukrihub.Com, (2007)

An employee prefers an accurate performance review with no increase in the salary over inaccurate performance review with an increase in salary. Employees, who receive both accuracy and a pay increase during their performance review, are likely to be the most motivated. Therefore, performance appraisal (review and its consequence in the form of compensation adjustments) has the potential of motivating employees and increasing their job satisfaction (Naukrihub.com, 2010).

## **2.11 TQM and Performance Appraisal**

According to Dessler G (2008), "Total Quality Management (TQM) may be defined as creating an organizational culture committed to the continuous improvement of skills, teamwork, processes, product and service quality and customer satisfaction." TQM refers to the continuous improvement in the quality of work of all employees with the focus on satisfaction of the customers.

Elements of TQM are: Meeting customers' requirements, Continuous improvement and Empowerment of employees.

Both TQM and Performance appraisal/ evaluation are focused on increasing the productivity of the organization through continuous improvement. They both facilitate

the systematic management of all the processes, actions and practices at all levels in the organization.

Some of the benefits of both the performance appraisal and TQM are: improvement in the performance of the employees, brings quality consciousness, better utilization of resources and commitment to higher quality.

But there also exists a few other schools of thought which refute the compatibility of the TQM and performance appraisal. According to them, both TQM and Performance appraisals differ in their fundamental nature, characteristics and requirements making it impossible to combine them. Some fundamental differences between the two are as follows:

TQM is team – based whereas performance appraisals are designed for individuals i.e. it undermines teamwork.

TQM focuses on customer satisfaction whereas performance appraisal focuses on the improving the performance of the employees.

Performance appraisal generally results in some rewards like increased pay etc. whereas TQM may or may not yield visible results.

Performance appraisal can sometimes, encourage an employee to focus on his personal goals (like his promotion) rather than the organizational goals. Therefore, the suitable practice should be chosen carefully by the top management and the leaders of the organization. Dessler G (2008)

## **2.12 Linking Compensation to Performance**

One of the latest strategies being followed in all sectors throughout the world for retention and talent management is "linking compensation to performance". Commonly known as "**Performance pay**" or "Performance based pay", it links the compensation of the employees to their performance and their contribution to the organizational goals. Therefore, periodic performance reviews play a vital role and provide the basis of performance related pay.

Commissions, incentives and bonuses, piece rate pay help the employer to pay the employee according to their productivity and hard work.

The process of performance based pay involves:

Deciding and clearly defining the performance goals and the performance measures

Setting the target bonus for different levels of performances

Measuring the performance of the employee

Giving rewards and bonus according to performance

Organizations are also designing variable compensation plans for various roles and positions in the organization. Dessler G (2008)

## **Types of Performance Pay**

**Merit pay** – The first step to performance pay, merit pay means setting some basic salary according to the position and the rank of the employee and the variable part of the salary is based on the periodic performance reviews.

**Profit Sharing** – Sharing the profits of the enterprise with the employees as bonus.

**Incentives and Performance Bonus** – Rewards for special accomplishments or fulfillment of the targets set such as sales commission.

**Gain sharing** - Sharing of gains as a result of the increased performance of the employees with them.

Although performance related pay has always been a topic of discussions and controversies with many arguments against it, but it has also been proved that performance based pay motivates employees to perform better and earn, and encourages learning, innovation, creativity, problem solving and empowerment which can be facilitated through proper performance measurement and reviews ([naukrihub.com](http://naukrihub.com), 2010).

# **CHAPTER THREE**

## **RESEARCH METHODOLOGY**

### **3.0 Introduction**

This chapter describes in detail the methods used, specific steps taken, the tools employed in the collection and analysis of data needed to address the research problems. It focused on research design, population, sample size, sampling technique source of data, administration of questionnaires and data analysis procedure. The overview of both GHS and St. Patrick Hospital were mentioned.

Methodology is the theory of how research should be undertaken or conducted. This includes the theoretical and philosophical assumptions upon which research is based and the implications of these for the method or methods adopted. It is the study of the method(s) of research that helps to identify vital data which makes solution of the research problem possible (Encarta Dictionary). The methods specifically refer to the techniques and procedures used to obtain and analyze data.

### **3.1 Research Design**

The research employed has a single type of research design. In the first place the researcher used a case study to restrict the study to Ghana Health Service, specifically,

St Patrick Hospital. Also, a longitudinal study design was used in the study. St Patrick Hospital's involvement in PAS activities was evaluated.

### **3.2 Population**

The complete set of cases from which a sample is selected is called the population whether it describes human beings or not. Wikipedia notes that it is a group of individuals or items that share one or more common characteristics from which data can be gathered or analyzed. In the Oxford Advanced Learners' Dictionary, population is defined as all the people who live in a particular city, country or area.

For purposes of this research the population of study comprised the management and staff of St. Patrick Hospital, Offinso in the Ashanti Region, numbering a total of two hundred and fifty (250); covering all the eight main departments, namely: Administration, Emergency, Maternity, Pharmacy, Laboratory, Statistics, OPD and the General wards.

### **3.3 SAMPLE AND SAMPLING PROCEDURE**

A sample is a sub-group or representative selection of a population that is examined or tested to obtain statistical data or information about the whole population (Encarta Dictionary). Sampling on the other hand is the process of selecting a group of people, items or cases to be used as a representative or random sample (ibid).

A sample size of sixty (60) respondents out of the entire population of 250 was selected for the research, indicating 24% representation. The number was considered adequate, and representative enough to give informed answers to the research problem. To ensure that all the various groups in the sampling frame were surveyed, the stratified sampling technique or approach was used at the first stage of the selection exercise. This explains that stratified sampling ensures the selection of respondents from all the identifiable sub-groups within the sample population because of their varied knowledge or areas of expertise on the research topic or problem. (Wikipedia, the free encyclopedia, [en.wikipedia.org/wiki](https://en.wikipedia.org/wiki))

However in selecting the Heads of Department for this study , purposive sampling was used because they have adequate information on the employees under them.

On the other hand , the employees were selected using the convenient sampling method.

For purposes of this research all the eight departments were however selected using the simple random sampling technique. The objective was to have a fair and credible representation of respondents who are stakeholders in the hospital.

### **3.4 Sources of Data**

Both secondary and primary data were collected for the purpose of this research. For clarity, define data as facts, opinions and statistic that have been collected together and recorded for reference or for analysis.

### **3.4.1 Secondary Data Source**

Secondary data is data that is used for a purpose other than for which it was originally obtained. It may be descriptive or explanatory, raw (unprocessed) or summarized. They can be categorized into documentary, multi-source or survey- based. Secondary data for the research was collected by reviewing textbooks, journals, articles, magazines, publications, HR reports of St. Patrick Hospital etc. to gather historical perspectives of the research data from renowned authors and researchers. (Wikipedia, the free encyclopedia, en.wikipedia.org/wiki)

### **3.4.2 Primary Data Source**

Primary data is data that is used for a specific purpose for which it was gathered. For this study, it was obtained by administering questionnaire to respondents with the help of field assistants and colleagues due to time constraints and the geographical area of coverage.

## **3.5 Data Collection Method**

There are various methods by which both secondary and primary data are obtained. These includes, list questionnaire, interviews (semi-structured, in-depth and group) and observation as methods that are usable. For this research the methods employed were by survey. The instrument used for collection of relevant data for the study was a questionnaire. (Wikipedia, the free encyclopedia, en.wikipedia.org/wiki)

### **3.5.1 Research Instrument (Questionnaire)**

This research instrument is a compilation of structured questions which were given to respondents for their completion or responses. The questions were close-ended multiple-choice questions giving respondents a choice from a range of answers based on the 5-point Likert-style rating scale. They had choices either to agree or disagree with the statements made within the range. This was to ensure that the choice of answers directly addressed issues at stake and make collation and analysis of the data simple. On the scale 1 is the lowest score and 5 the highest.

The questions were under three sections, that is, Section A to Section C.

Section A covered the demographic (personal) data of respondents and included gender, job designation/status, specified department, etc. Sections B was classified under the theme Issues on Staff Appraisal and Section C dealt with Performance Measurement and results attained.

Prior to administering the questionnaire the importance of the research was explained to the respondents and they were encouraged to be truthful and diligent with their responses to make the research worthwhile.

### **3.6 Administration of Questionnaire**

The questionnaires were administered personally to the officers. Again, informal interactions on the subject matter were conducted with other executives of the service. This exercise enabled the researcher to further pry into sensitive areas of the service's operations, which were not captured on the questionnaire. The concept of administering

the questionnaires personally stems from the idea of minimizing data collection errors, thereby giving authenticity to the overall findings.

### **3.7 Data and Information Processing**

#### **Quantitative**

Data collected (via questionnaires and interactions with other officials) both primary and secondary data were collated and analyzed using the appropriate statistical techniques such as distribution tables, which were illustrated into bars and pie charts using the Microsoft Excel Software.

#### **Qualitative**

Information, such as specific comments and issues raised by respondents were also analyzed and summarized into tables.

### **3.8 GHS at A Glance**

The Ghana Health Service (GHS) is a Public Service body established under Act 525 of 1996 as required by the 1992 constitution. It is an autonomous Executive Agency responsible for implementation of national policies under the control of the Minister for Health.

The GHS continue to receive public funds and thus remain within the public sector. However, its employees will no longer be part of the civil service, and GHS manager will no longer be required to follow all civil service rules and procedures.

The independence of the GHS is designed primarily to ensure that staffs have a greater degree of managerial flexibility to carry out their responsibilities, than would be possible if they remained wholly within the civil service. Ghana Health Service does not include Teaching Hospital, Private and Mission Hospitals.

#### **Mandate**

To provide and prudently manage comprehensive and accessible health service with special emphasis on primary health care at regional, district and sub-district levels in accordance with approved national policies.

#### **Objectives**

The objectives of the Service are to:

Implement approved national policies for health delivery in the country

Increase access to good quality health services, and

Manage prudently resources available for the provision of the health services.

### **Functions**



For the purposes of achieving its objectives the GHS will perform the following functions amongst others:

Provide comprehensive health services at all levels directly and by contracting out to other agencies

Provide efficient services through:

In-service training and continuing education

### **Vision of GHS**

The vision of the Ghana Health Service is of a society in which preventable diseases and avoidable deaths are kept to the barest minimum and everywhere, every citizen has access to a quality driven, results oriented, close-to-client focused and affordable health service by a well motivated Workforce.

## **Mission of GHS**

To work in collaboration with all partners in the health sector to ensure that every individual, household and community is adequately informed about health; and has equitable access to high quality health and related intervention.

### **3.8.1 Organization of the Ghana Health Service**

Administratively the GHS is organized at 3 levels;

These are National level, Regional level and District level.

Functionally, the GHS is organized at 5 levels; which includes, National Level, Regional Level, District Level, Sub-district Level and Community Level.

### **Governance of Ghana Health Service**

The GHS is governed by a 12-member Council- The Ghana Health Service Council.

Its functions are:

Ensure the implementation of the function of the Service

Submit to the Minister recommendation for health care delivery policies and programmes

Promote collaboration between the Ministry of Health, Teaching Hospitals and the Service

Advice Minister on posts in the Service and other matters that the Minister may request

## **Current Administrative Structures**

### Ghana Health Service Council

12 member Ghana Health Service Council Chaired by Dr. A.G. Boohene



### HQ Divisional Directors

Office of the Director General headed by Dr Elias Sory Director General, and a Deputy Director General and Eight Divisional Directors

### Regional Level

Regions are headed by 10 Regional Directors of Health Services

Supported by Regional Health Management Teams

Regional Health Committees

### Districts Level

All 120 districts are headed by District Directors of Health Services

Supported by the District Health Management Teams

District Health Committees

### **3.8.2 The GHS Code of Ethics**

The code of Ethics for the Ghana Health Service (GHS) defines the general moral principles and rules of behavior for all service personnel in the Ghana Health Service.

The Service shall be manned by persons of integrity, trained to high standard to deliver a comprehensive and equitable service for the benefit of patients/ clients and society as a Whole.

All Service personnel shall be competent, dedicated, honest client-focused and operate within the laws of the land.

All Health Professionals shall be registered and remain registered with their Professional Regulatory Bodies.

All Service personnel shall respect the Rights of patients/clients, colleagues and other persons and shall safeguard patients/clients' confidence.

All Service personnel shall work together as a team to best serve patients' / clients' interest, recognizing and respecting the contributions of others within the team.

All Service personnel shall co-operate with the patients/clients and their families at all times.

No Service personnel shall discriminate against patient/clients on the grounds of the nature of illness, political affiliation, occupation, disability, culture, ethnicity language, race, age, gender, religion, etc. in the course of performing their duties.

All Service personnel shall respect confidential information obtained in the course of their duties. They shall not disclose such information without the consent of the patient/client, or person(s) entitled to act on their behalf, except where the disclosure of information is required by law or is necessary in the public interest.

All Service personnel shall treat official discussion, correspondence or reports obtained during official duties as confidential except where disclosure is required by law.

All information obtained from patients/clients shall only be used for the prime purpose of their management. Any other use of such information shall only be done with the prior consent of the patient or person(s) entitled to act on his/her behalf.

All Service personnel shall provide information regarding patient's condition and management to patients or their accredited representatives humanely and in the manner they can understand.

All Service personnel shall protect the properties of the Service including properties entrusted in their care.

All Service personnel shall respect the rights and abilities of disabled persons and the aged and work together to serve or safeguard their interest.

All Service personnel shall keep their professional knowledge and skills up to date

No Service personnel shall demand unauthorized fees from patients/clients

No Service personnel shall accept any gift, favour or hospitality from the patient/public which might be interpreted as seek to exert undue influence to obtain preferential consideration in the course of their duty.

All Service personnel shall refrain from all acts of indiscipline including drunkenness, smoking, immorality, abuse of drugs and pilfering in the course of performing their duties



All Service personnel shall avoid the use of their professional qualification in the promotion of commercial products.

No Service personnel shall act in collusion with any other person for financial gain

Service facilities and resources shall not be used for unauthorized private practice.

### **3.9 St. Patrick's Hospital**

St. Patrick's Hospital was established in 1951 by the St. Louis Sisters from Ireland as a clinic. In the year 1957, the Clinic was upgraded to a Hospital. The Hospital is under the umbrella of the Catholic Archdiocese of Kumasi and it is registered under the Christian Health Association of Ghana (CHAG) and the Private Homes and Maternity Board. It is located at Maase in the Offinso Municipality which is on the main Kumasi-Techiman route.

The hospital has a total workforce of 250 comprising professional nurses, medical officers, Auxiliary nurses, Administrative and support staff; Paramedical staff. The various services provided include general OPD, In-patient, laboratory, ultra sonography,

antenatal and postnatal, dental, ophthalmology, surgery including urology, TAP, pharmaceutical, MCH, public health, special Clinic(HPT, DM TB, ), counseling, X-ray and many other services.

### **Mission Statement**

“To improve the health status of people living within our catchment area through the provision of quality, affordable and easily accessible health care delivery services in complimentarily to the efforts of the MOH/GHS and the NCHS- Ghana and in the perspective of Christ’s mandate to His followers to care for the sick.”

### **Vision Statement**

We share in the vision of the National Catholic Health Services, Accra which is “To continue Christ’s healing Ministry in bringing healing to our catchment population and nearby village in the provision of total quality of patient care through healers with good ethical and moral standards; who are conscientious as well as professionally competent, motivated and united in their common respect for fundamental human values.”

### **Goals**

To provide and sustain health care services for the poor, neglected and marginalized segments of the society. The service will seek to empower the people it serves to take ownership of their own individual and collective health needs.

## **Brief History**

The Archdiocesan Health Service, formerly called DHC (i.e. Diocesan Health committee), was established by the then Diocese of Kumasi currently Archdiocese of Kumasi under the leadership of Most Rev. Peter K. Sarpong, the Archbishop of Kumasi.

It was established in the year 1951, after the establishment of St. Patrick's Hospital in the same year. The purpose for its establishment was to cater for the health need of the Church through the management of the hospital which had then been started. However, as time went on, St Peter's Clinic-Ntoboroso, Holy Ghost Clinic – Nyamebekyere and the St. Patrick's Midwifery Training School were also added. Formerly, it served both the Obuasi and Konongo Mampong dioceses until the year 1995 when both communities became Dioceses with presiding Bishops; hence their health needs were transferred to their dioceses. The main functions of the Service upon its establishment were;

Keep professional standard up.

Make sure that health policies formulated are carried out.

Give in-service training to members of staff.

Interact with the health management teams and the town development committees so as to work in close collaboration with the Ministry of Health and allied agencies.

The service has St. Patrick's Hospital at Offinso as its main Hospital facility, one (1) Midwifery Training Institution also located at Offinso called the St. Patrick's Midwifery Training School, one (1) Clinic located at Ntoboroso called St. Peter's

Maternity/General Clinic, the Holy Ghost Clinic at Nyamebekyere and the Archdiocesan Health Pharmacy Ltd. Located within the Christian Village – Kumasi. The total staff strength of the Service is 250 and it comprises key technical staff as well as all other categories.



## **CHAPTER FOUR**

### **DATA ANALYSIS AND PRESENTATION**

#### **4.0 Introduction**

The chapter presents the data gathered from the field. The data were represented by graphs, charts and tables. Data were also presented in relation to the literature review and compared to the data collected from the field.

#### **4.1 Data Presentation and Analysis**

Samples were selected based on targeted units using the non-probability sampling method of random sampling, specifically the purposive sampling technique. This method ensured that representative samples of all the known elements of the population were covered in the sample.

A sample size of sixty (60), comprising ten (10) senior staff and fifty (50) junior staff of the target population (275) responded to the administered questionnaire. Scheduled interviews with other executives who were not really related to the day to day operations of the targeted units were also conducted. Break down shown in Table 1 shows the distribution of respondents for the study.

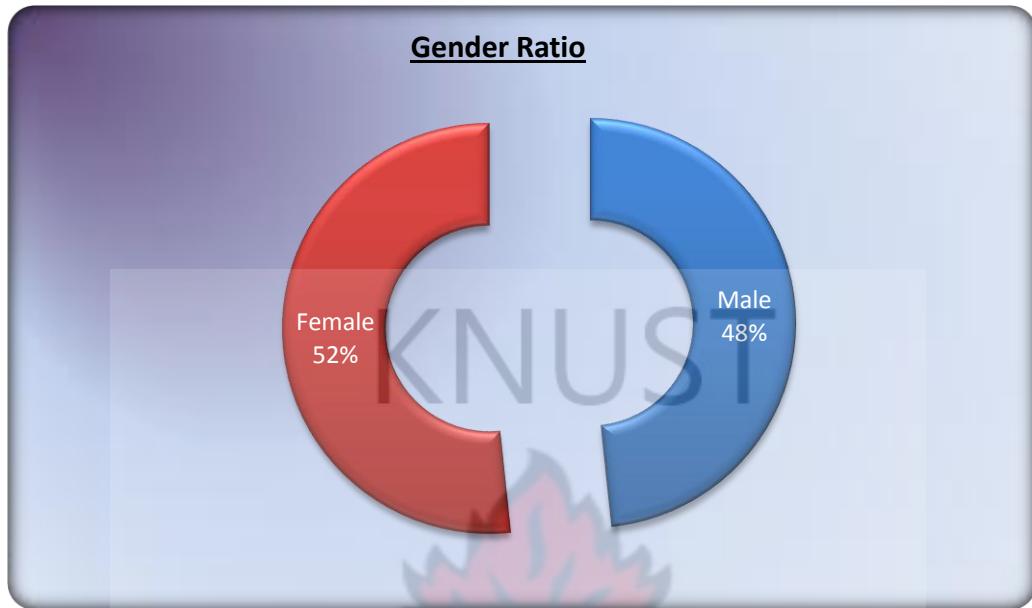
**Table 1: Respondents Distribution**

<b>Respondent Distribution</b>				
	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>(%)</b>
<b>Senior Staff</b>	6	4	10	<b>16.67%</b>
<b>Junior Staff</b>	23	27	50	<b>83.33%</b>
<b>Total</b>	29	31	60	<b>100.00%</b>
<b>(%)</b>	<b>48.33%</b>	<b>51.67%</b>	<b>100.00%</b>	

*Source: Field Survey, 2010*

As indicated in Table 1, 16.67% of the respondents were senior staff, while the junior staff registered the remaining 83.33%. The research further revealed that the administered questionnaires exhibited a ratio of 1:1.1 with regard to male and female distribution respectively as illustrated in Figure 1 below.

Figure3: GenderRatio



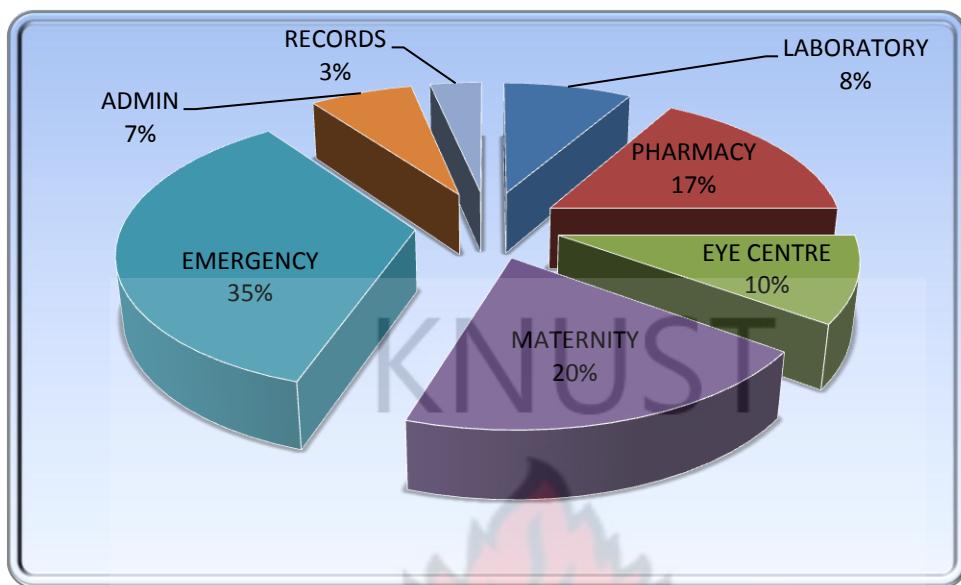
*Source: Field Survey, 2010*

The ratio is an indication of enough evidence of gender balance in both men and women (i.e. distribution was gender fairly represented).

#### **4.2 Departmental Distribution of Employees**

The study showed that there are seven major departments namely, Administration, Emergency, Laboratory, Maternity, Eye Centre, Records and Pharmacy. The Emergency department had the highest representation in terms of response (35%); followed by Maternity Department with 20%; 17% for the Pharmacy; 10% for Eye Centre; 7% Administration and the least being Records department with just 3%.

**Figure 4: Departmental Representation**



*Source: Field Survey, 2010*

The departmental distribution was a true reflection of the population density vis-à-vis departments of the St. Patrick Hospital, Offinso.

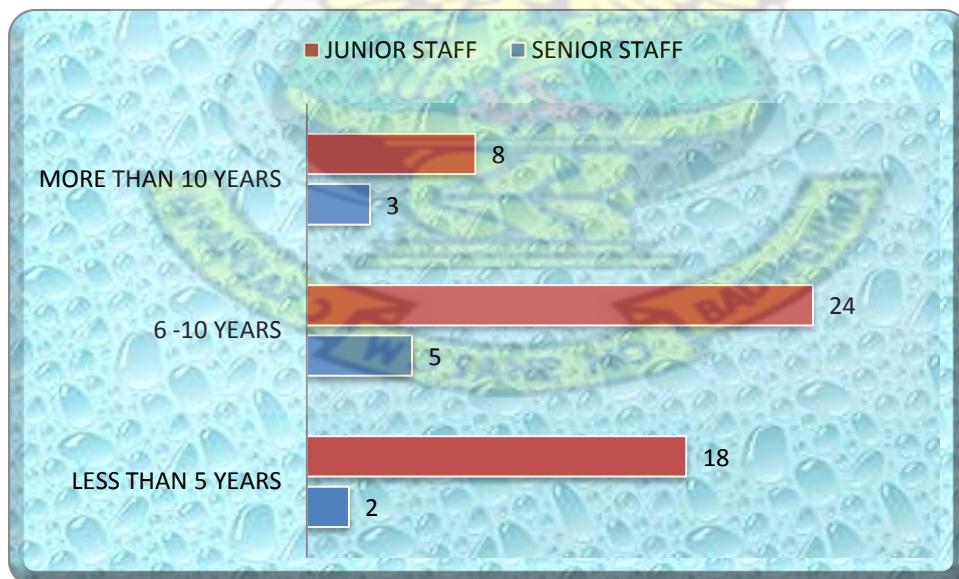
#### **4.3 Years with Service**

As many as 29 staff (48.33% of the respondents; both senior (5) and junior(24) had held their current positions for the period 6 – 10 years while 18.33% had been there for more than 10 years. Thus, cumulatively as much as 66.67% of respondents had had rich experience on their respective schedule of work as illustrated in Figure 3 and Table 2 below.

**Table 2: Number of years in current position**

Years	Frequency			(%)
	Senior Staff	Junior Staff	Total	
Less Than 5 Years	2	18	20	<b>33.33%</b>
6 -10 Years	5	24	29	<b>48.33%</b>
More Than 10 Years	3	8	11	<b>18.33%</b>
<b>Totals</b>	<b>10</b>	<b>50</b>	<b>60</b>	<b>100.00%</b>

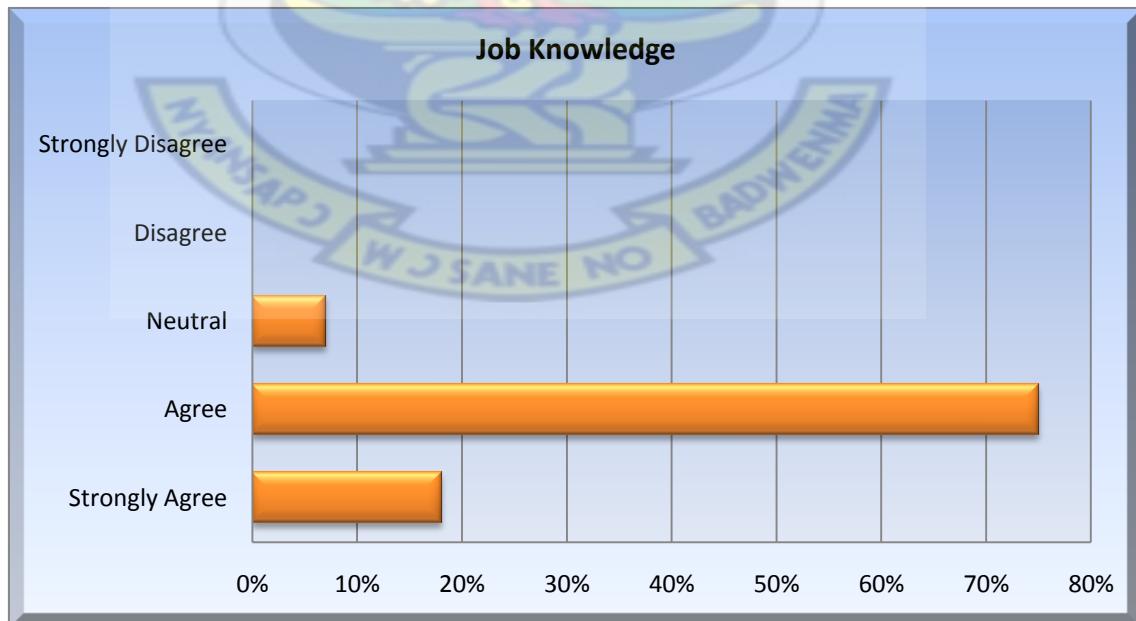
**Figure 5: Years in current position**



#### 4.4 Staff Appraisals Issues

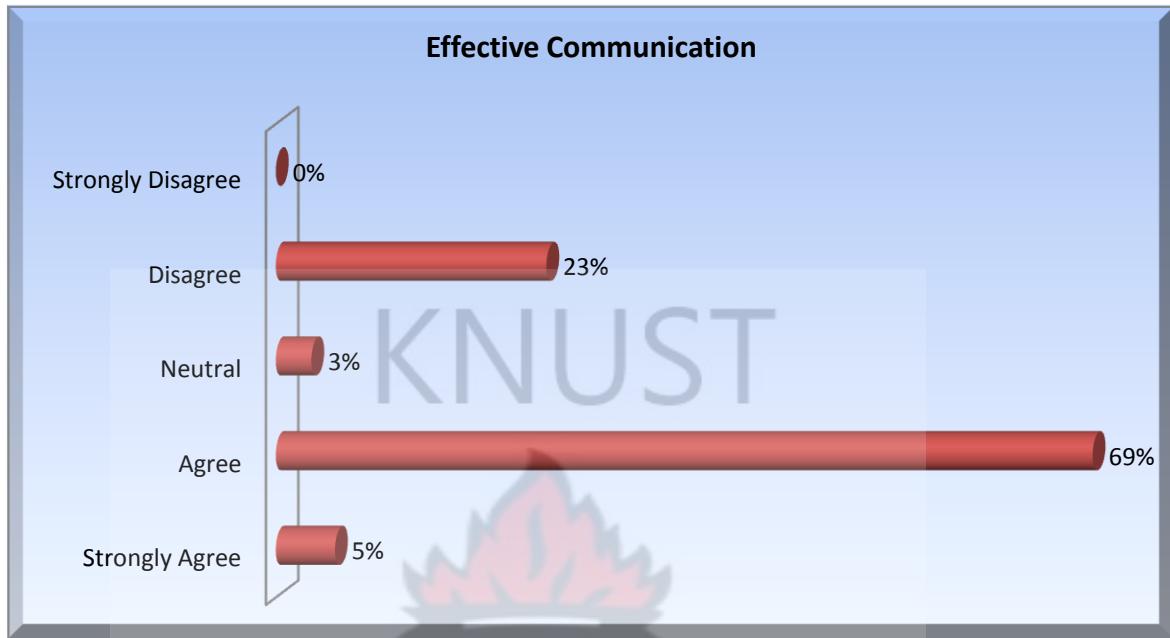
Generally, the research revealed affirmation to all the seven characteristics (job knowledge, communication, professional competence, managerial ability of staff, productivity, quality of work and problem solving ability) as relevant strictures in the evaluation of staff appraisals at St. Patrick Hospital. The study conducted revealed that 75% of the respondents (45 in absolute terms) agreed and 18% strongly agreeing that 'job knowledge' as a parameter in staff appraisal; 74% affirmed to Communication as a parameter is appraising staff while 23% thought otherwise; and Professional Competence and Productivity of 88% and 95% respectively indicated the importance in the mentioned features in the appraisals' of staff, although, in the area of 'managerial ability', 57% of respondents believed it matters, 14% disagree and 29% were undecided, as illustrated picturesquely in Figures 6a, 6b, 6c, 6d and 6e.

**Figure 6a: Job Knowledge**



*Source: Field Survey, 2010*

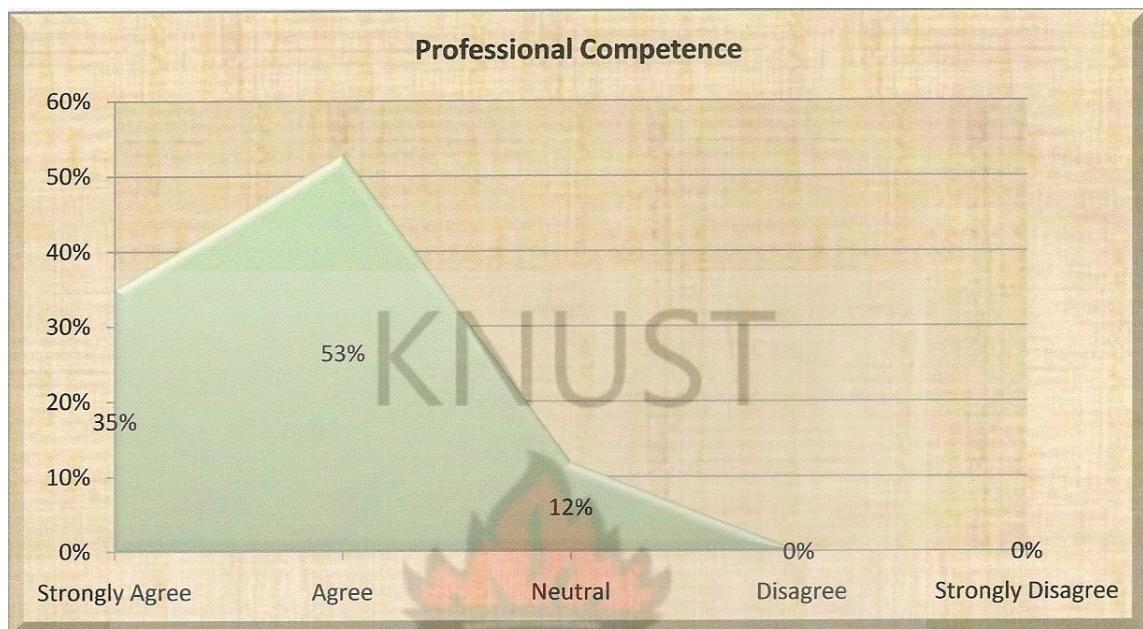
**Figure 6b: Effective Communication**



*Source: Field Survey, 2010*

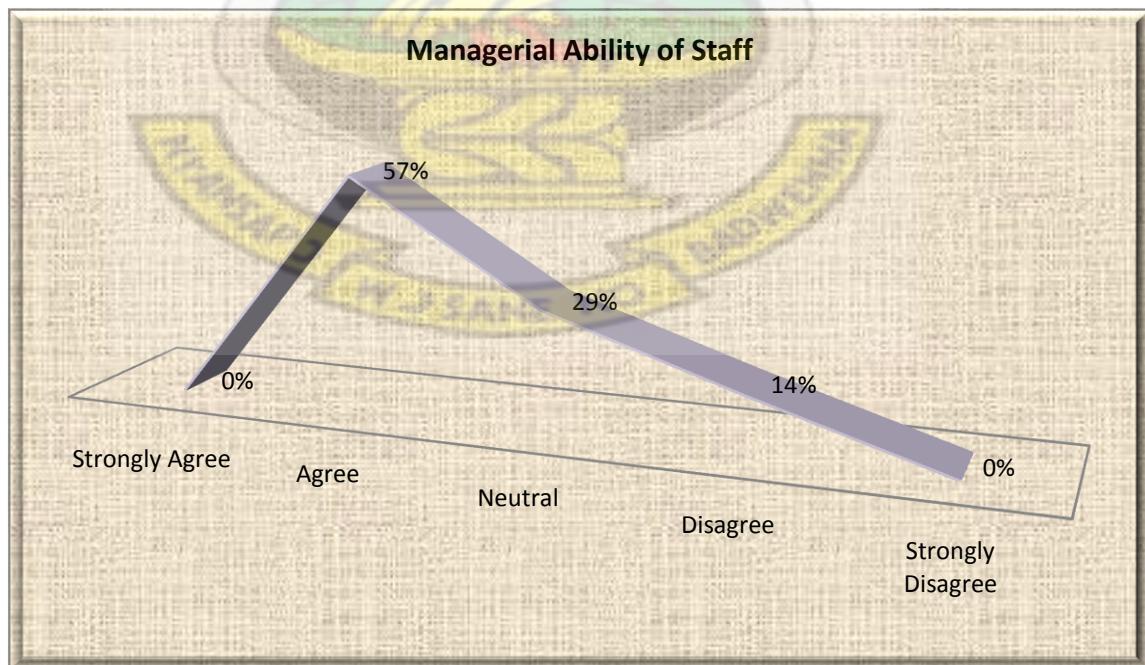
The personal characteristics and/or behavioural tendencies required as a parameter in employees appraisals was indicated on the scale of 1 to 10, whereby respondents showed their approval by the 97% for Attitude, 95% for cooperation, personal leadership had 89%, adaptability attained 100% and 99% for self-improvement. In summary, these are traits that must be of necessity to looked at in the quest of a staff's appraisals. A picturesquely representation is shown by Figure 5

**Figure 6c: Professional Competence**



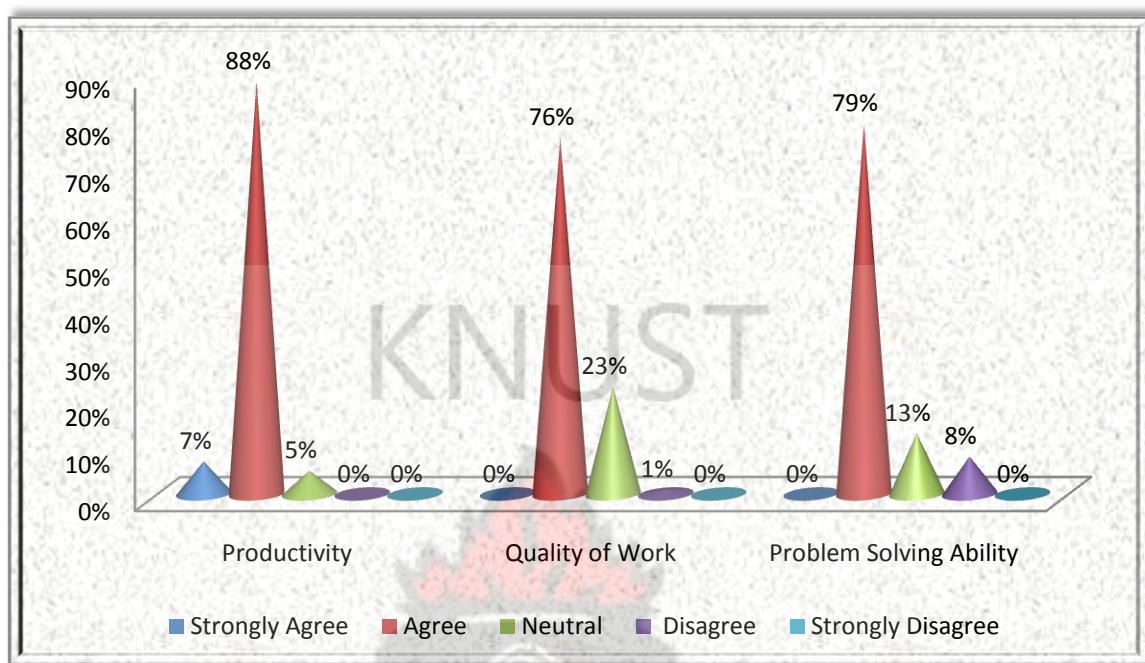
*Source: Field Survey, 2010*

**Figure 6d: Managerial ability of Staff**



*Source: Field Survey, 2010*

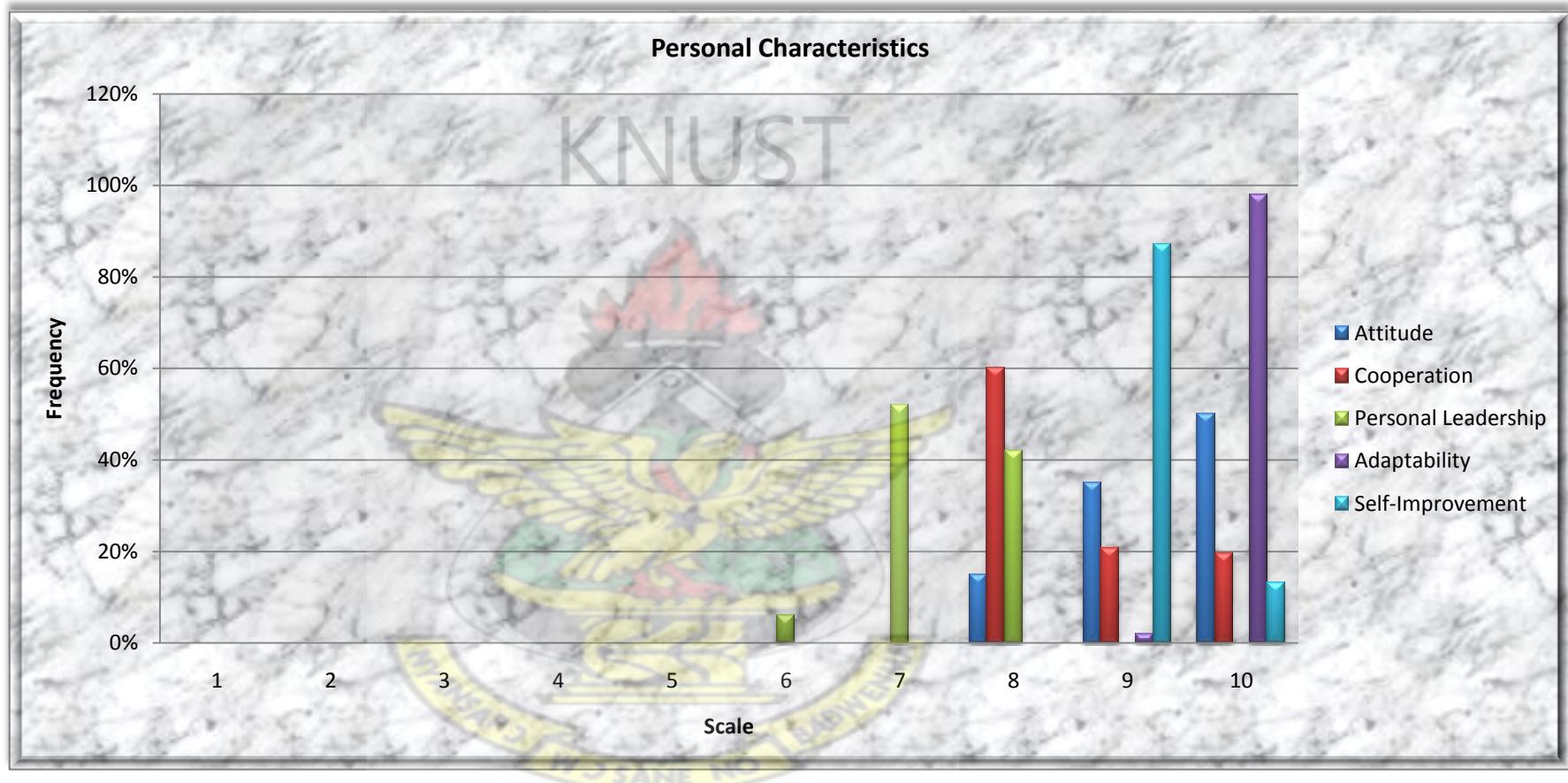
**Figure 6e: Productivity, Work Quality & Problem Solving Ability**



Source: Field Survey, 2010



**Figure 7: Personal Characteristics**

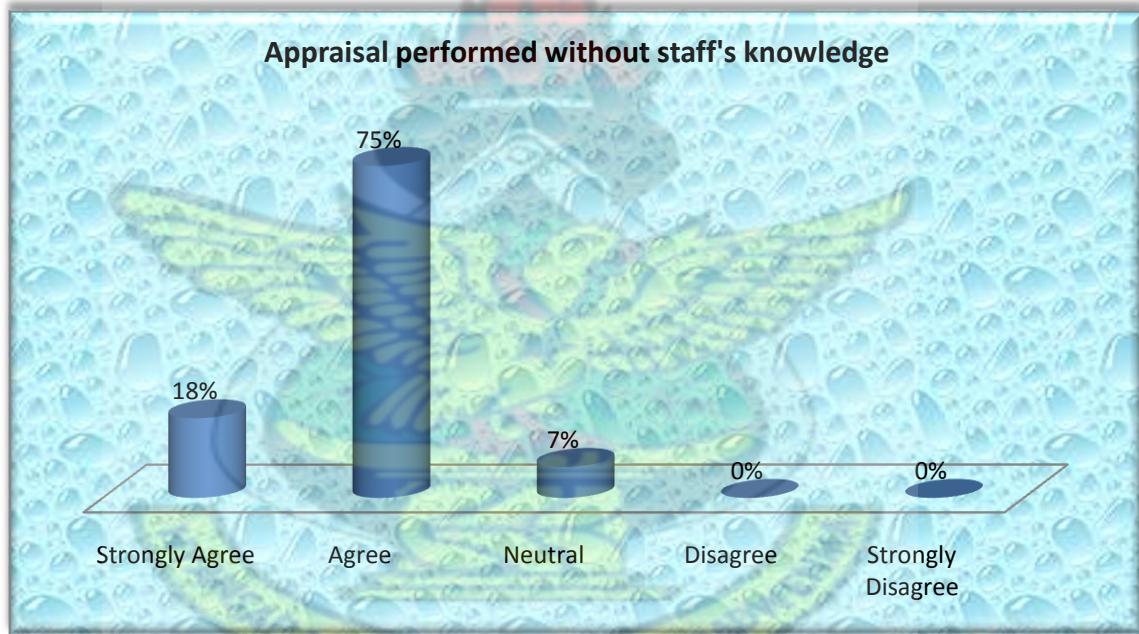


*Source: Field Survey, 2010*

#### 4.5 Environment of Appraisal

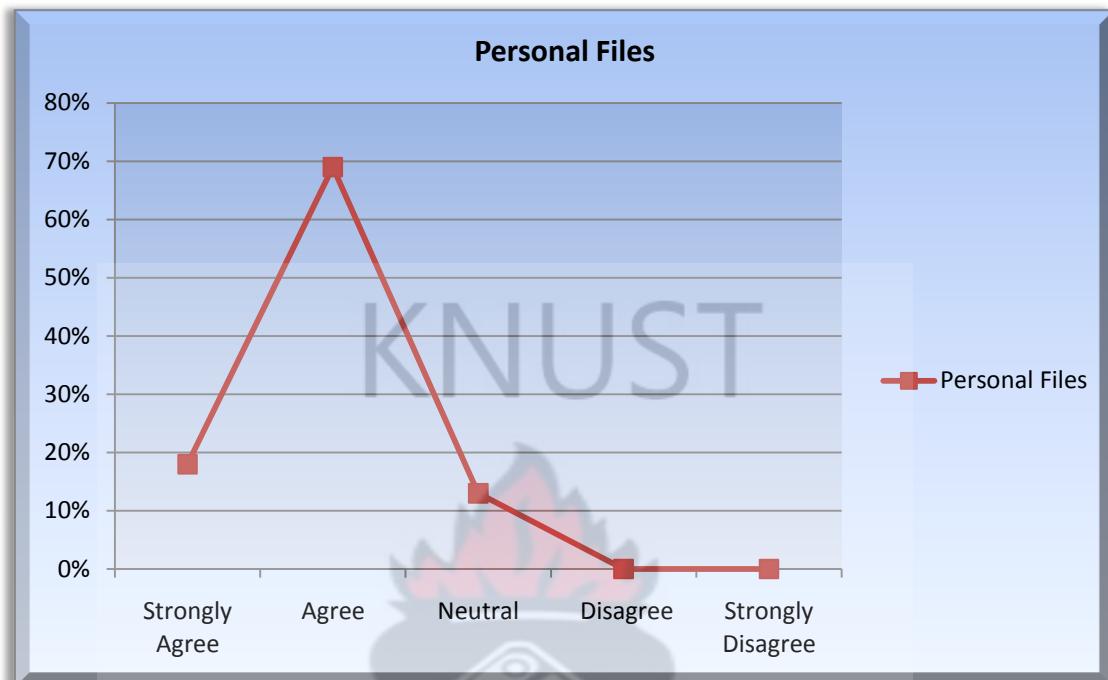
On the other area of assessment, respondents ruled out completely to the fact ‘Appraisal performed without staff's knowledge’ was not the way to go in St Patrick; while affirming to ‘Personal Files’, ‘Good Relationship with superiors and peers’ and ‘Appraisals is based upon merit’ as factors that needed to be considered further in staff appraisals as elucidated in Figures 8a, 8b, 8c and 8d.

**Figure 8a: Appraisal performed without employees' knowledge**



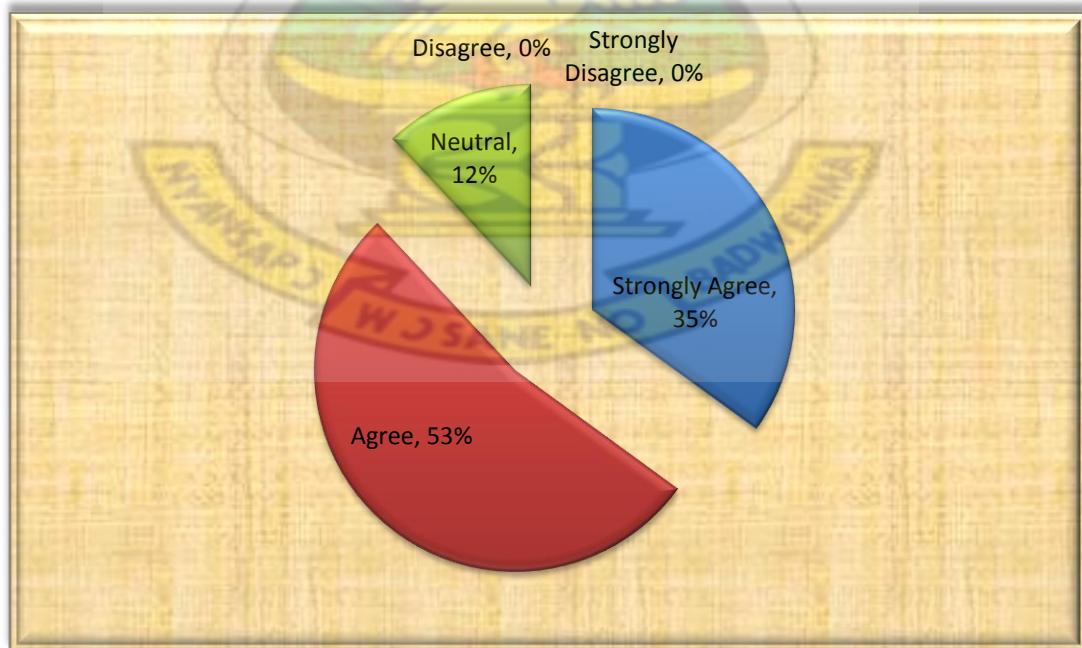
*Source: Field Survey, 2010*

**Figure 8b: Personal Files**



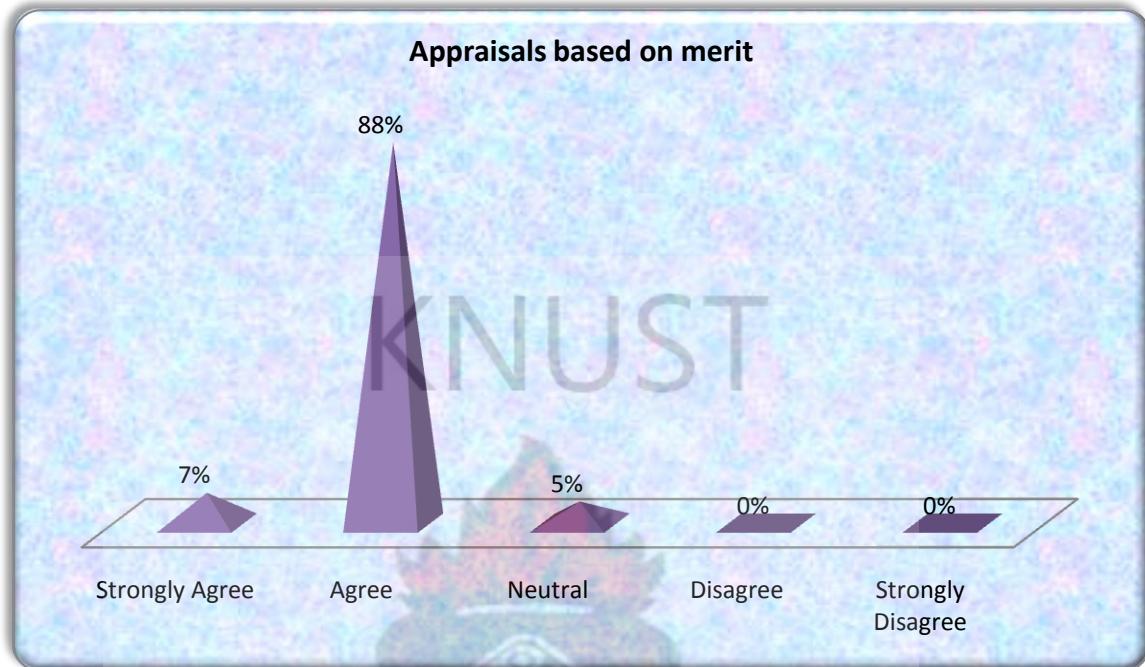
*Source: Field Survey, 2010*

**Figure 8c: Good relationship with superiors**



*Source: Field Survey, 2010*

**Figure 8d: Appraisals Based on Merit**



*Source: Field Survey, 2010*

#### **4.6 Performance Measurement and Attained Results**

The study revealed that respondents indicated a 93% for yes to 7% for no when the question sought to find out whether a performance system was in place. However, the requisite reasons expected as per the administered questionnaire for the choice of the management for such a system were either ignored by respondents or totally misunderstood taking cognizance of the answers provided by respondents.

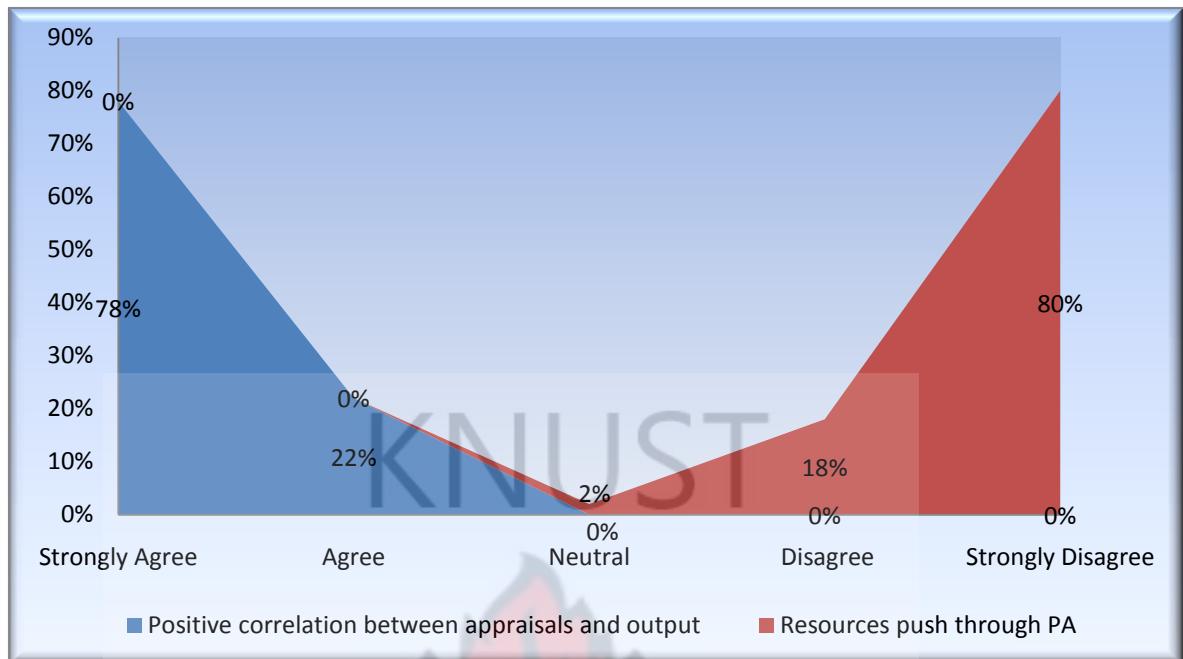
Again, it was observed that there was a response of 15% to 85% for yes to no respectively, concerning whether the various departments were able to attain set goals in the corporate plan and budget estimates of the previous financial years. Among the reasons provided were:

Inadequate planning

Weak monitoring procedures.

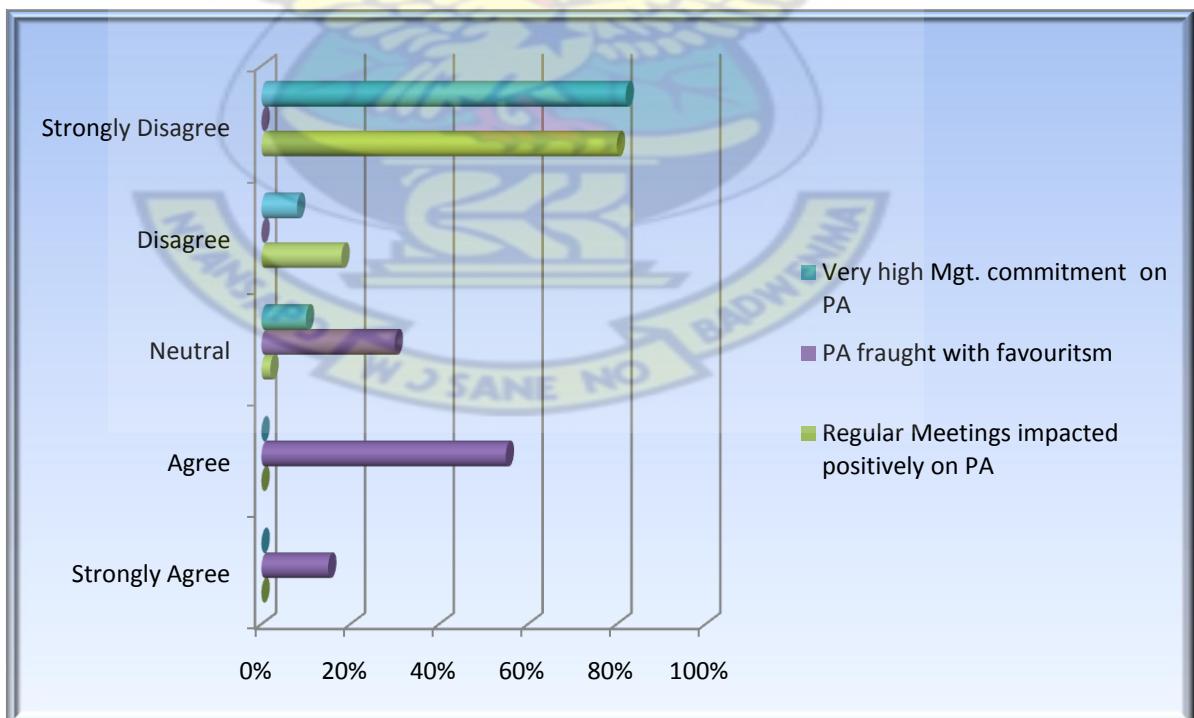
In the study, St. Patrick system of appraisal revealed that there was a positive correlation between the appraisals and output by showing a strong agreement of 78% and 22% agreement. On the notion of ‘resources are available to push through performance appraisal’, the response was in the negative by showing 2% neutral, 18% disagree and 80% strong disagree. The same response as above was provided for the notion ‘regular meetings at the departmental levels have impacted positively on the company’s appraisal activities’. 70% of respondents were of the view that ‘Appraisals were fraught with favouritism’, while 30% were undecided; and ‘management’s commitment to the performance appraisals is very high’, was shown by 82% strong disagree, 8% disagree and the remaining 10% neutral. A graphical representation is illustrated in Figures 9a and 9b.

**Figure 9a: Appraisal versus Output and Resources versus PA**



*Source: Field Survey, 2010*

**Figure 9b: Commitment, Favouritsm and Regular meetings on PA**



*Source: Field Survey, 2010*

It was observed that all the respondents' skipped questions 4 and 5 of section C of the questionnaire, probably due to difficulty in understanding the questions or none of the systems mentioned were in place at St. Patrick Hospital.

The research further indicated an overwhelming no to the assertion that the current appraisal system as a tool to provide the objective assessment of staff. Notable among the reasons provided for this response are:

It is inconclusive and unreliable

Appraiser can be biased towards the appraise.

Fraught with favouritism and there was ample evidence to poor supervision of work.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, RECOMMENDATION AND CONCLUSION**

#### **5.0 Introduction**

This chapter provides exposé on the summary of the research findings, conclusions drawn from the study and recommendations.

#### **5.1 Summary of Findings**

Performance appraisal which is a systematic way of reviewing and assessing the performance of an employee during a given period of time and planning for his future has become the most powerful tool to calibrate, refine and reward the performance of the employee and further helps to analyze and evaluate an employee's achievements and contributions towards the achievements of the overall organizational goals. In the absence of a carefully structured system of appraisal, people will tend to judge the work performance of others, including subordinates, naturally, informally and arbitrarily. It has become imperative in the face of the above mentioned challenges for serious minded corporate entities to take strategic steps based on very elaborate strategic plans (i.e. short-term, medium-term and long-term) in order to normalize the situation

The performance of the Ghana Health Service in recent times has come under barrage of criticisms. Employees have been accused of high level of inefficiency in the discharge of duties causing the untimely death of relations by the general public. Unfortunately, it was until recently, that research had revealed the deplorable working conditions under which employees put their lives on the line in ensuring that Ghanaians enjoy better

health facilities. Poor infrastructures, inadequate logistics and equipments, laxity in the upholding of ethical conducts, low salaries and inadequate reward system which has always lead to employees embarking on industrial strikes are hallmark of the Ghana Health Service.

The general objective of the study is to ascertain the extent and/or adequacy of employees' appraisals within the Ghana Health Service and its impact on health delivery in the country.

### **Demographic Representation**

A sample size of sixty (60), comprising ten (10) senior staff and fifty (50) junior staff of the target population (250) responded to the administered questionnaire. Scheduled interviews with other executives who were not really related to the day to day operations of the targeted units were also conducted. 16.67% of the respondents were senior staff, while the junior staff registered the remaining 83.33%; the administered questionnaires exhibited a ratio of 1:1.1 with regard to male and female distribution respectively, indicating enough evidence of gender balance in both men and women. The Emergency department had the highest representation in terms of response (35%); followed by Maternity Department with 20%; 17% for the Pharmacy; 10% for Eye Centre; 7% Administration and the least being Records department with just 3%. The departmental distribution was a true reflection of the population density vis-à-vis departments of the St. Patrick Hospital, Offinso.29 staff (48.33% of the respondents; both senior (5) and junior(24) had held their current positions for the period 6 – 10 years while 18.33% had

been there for more than 10 years. Thus, cumulatively as much as 66.67% of respondents had had rich experience on their respective schedule of work.

### ***Staff Appraisals Issues***

The study conducted revealed that 75% of the respondents (45 in absolute terms) agreed and 18% strongly agreeing that ‘job knowledge’ as a parameter in staff appraisal; 74% affirmed to Communication as a parameter is appraising staff while 23% thought otherwise; and Professional Competence and Productivity of 88% and 95% respectively indicated the importance in the mentioned features in the appraisals’ of staff, although, in the area of ‘managerial ability’, 57% of respondents believed it matters, 14% disagree and 29% were undecided.

### ***Personal Characteristics***

97% for Attitude, 95% for cooperation, personal leadership had 89%, adaptability attained 100% and 99% for self-improvement are the traits that are considered in the quest of a staff’s appraisals.

### ***Appraisals Environment***

Respondents ruled out completely to the fact ‘Appraisal performed without staff’s knowledge’ was not the way to go in St Patrick; while affirming to ‘Personal Files’, ‘Good relationship with superiors’ and ‘Appraisals is based on merit’ as factors that needed to be considered in staff appraisals.

### ***Performance Measurement and Results Attained***

The study revealed that respondents indicated a 93% for yes to 7% for no when the question sought to find out whether a performance system was in place.

It was observed that there was a response of 15% to 85% for yes to no respectively, concerning whether the various departments were able to attain set goals in the corporate plan and budget estimates of the previous financial years; with Inadequate planning and Weak monitoring procedures as reasons.

On the notion of ‘resources are available to push through performance appraisal’, the response was in the negative by showing 2% neutral, 18% disagree and 80% strong disagree. The same response as above was provided for the notion ‘regular meetings at the departmental levels have impacted positively on the company’s appraisal activities’. 70% of respondents were of the view that ‘Appraisals were fraught with favouritism’, while 30% were undecided; and ‘management’s commitment to the performance appraisals is very high’, was shown by 82% strong disagree, 8% disagree and the remaining 10% neutral.

The current appraisal system as a tool to provide the objective assessment of staff received a negative response with the notable reasons as in:

It is inconclusive and unreliable

Appraiser can be biased towards the appraise.

Fraught with favouritism and there was ample evidence to poor supervision of work.

Inability to monitor employees by supervisors due to nepotism.

Job description are not clearly spelt out to employees

## 5.2 Conclusion

In conclusion, there was enough evidence of gender balance in both men and women respondents. St. Patrick Hospital, can boast of a highly competent and experienced workforce.

Attitude, cooperation, personal leadership, adaptability and self-improvement are found to be the major traits that are considered in the quest of a staff's appraisals. Appraisal performed without staff's knowledge was not the way to go in St Patrick. The various departments were able to attain set goals in the corporate plan and budget estimates of the previous financial years; with Inadequate planning and Weak monitoring procedures as reasons.

Resources were not available to push through performance appraisal', respondents were of the view that 'Appraisals were fraught with favouritism', and there was no management's commitment to the performance appraisals.

Finally, the current appraisal system as a tool to provide the objective assessment of staff received a negative response with the notable reasons as in: It is inconclusive and unreliable, Appraiser can be biased towards the appraise, Fraught with favouritism and there was ample evidence to poor supervision of work, Inability to monitor employees by supervisors due to nepotism and Job description are not clearly spelt out to employees.

### **5.3 Recommendation**

In view of the findings of the research the following were recommended:

#### **Proper Assessment**

Proper, independent and objective assessments of performance should be conducted before any form of motivation should be extended.

#### **Training and Re-training**

Officers need to undergo training and re-training to enhance their efficiency and effectiveness in the quest to protect lives and property.

#### **Motivation**

Proper reward system whereby outstanding staffs are publicly with a significant amount of money, scholarship for children and furthering of education if the staff so wish, apart from the usual promotions that are undertaken. An important institution as the GHS, and St. Patrick, in particular, should not wait for public opinion to push them to deliver. They can take inspiration from other organizations by instituting award schemes to motivate officers to become dedicated.

#### **Employees Involvement in Appraisal System**

Employees should be involved in appraisal system to minimize some of the distortions that may occur in the appraisal process.

## **Formulation of a Well Structured Appraisal System**

Finally, it would not be out of place if the St. Patrick Hospital formulated a well structured Appraisal System which could be reviewed periodically for optimum results.



## **REFERENCES**

Aquinas P G (2009), Human Resource Management Principles and Practice, Vikas, New Delhi

Archer North & Associates (2008), Introduction to Performance Appraisal,  
<http://www.performance-appraisal.com/intro.htm>

Argyris Chris (1962), Interpersonal Competence and Organizational Effectiveness,  
Richard D Irwin, Illinois.

Armstrong M (2008), A handbook of Human Resource Management Practice, 10ed,  
Kogan Page London

Byars LL and Rue LW (2004), Human Resource Management, 7ed, McGraw Irwin NY

Creating an Effective Employee Performance Management System".

<http://www.pmhut.com/creating-an-effective-employee-performance-management-system>. Retrieved 22 December 2009.

Cumming N.W (1972), Theory and Practice of Personnel Management, William Heinemann, London.

Dessler G (2008), Human Resource Management, 11ed, Pearson International edition,  
Prentice Hall, NJ

Flippo E. B (1980), Principles of Personnel Management, McGraw Hill Book Company,  
NY.

Joyce M (2004) *Performance Appraisals*.

<http://www.bnabooks.com/ababna/eeo/2004/eeo55.pdf>. Retrieved 2007-01-18.

Naukrihub.Com, (2007) Performance Management System (accessed May 2010)

Patterson Thomas F. (1987). *Refining Performance Appraisal*. **Error! Hyperlink reference not valid.** Retrieved 2007-01-18.

Skinner, E.A., Gembeck-Zimmer, M.J., and Connell, J.P.(2000; 2001). Individual differences and the development of perceived control. *Monograph of the society for Research in child development*.

Tom Coens and Mary Jenkins (1998) Abolishing Performance Appraisals: Why They Backfire and What to do Instead.

U.S. Department of the Interior, Performance Appraisal Handbook

Wikipedia, the free encyclopedia, [en.wikipedia.org/wiki/Performance\\_Management\\_System](http://en.wikipedia.org/wiki/Performance_Management_System) (accessed May 2010)

Yoder D (2000), Human Resource Management and Industrial Relations, Prentice Hall, New Delhi

## **APPENDIX**

# **SURVEY QUESTIONNAIRE ON THE EVALUATION OF EMPLOYEE'S PERFORMANCE APPRAISALS IN THE GHANA HEALTH SERVICES**

**(A CASE STUDY OF ST. PATRICK HOSPITAL - OFFINSO)**

*The purpose of this questionnaire is to ascertain employees' performance appraisals in Ghana Health Service and to invite comments and suggestions from the public.*

### **A. Personal Details of Respondents**

*Please tick appropriate box*

1.0 Gender: Male  Female

2.0 Designation: Senior Staff

Junior Staff

Please specify your Department or Section:.....

3.0 How long have you be in this position? .....

## B. Issues on Staff Appraisals

1.0 Please tick the response that best reflects the extent to which you agree or disagree with each of the following situations.

Situations	Response				
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Job knowledge					
Communication					
Professional Competence					
Managerial Ability Of Staff					
Productivity					
Quality Of Work					
Problem Solving Ability					

2.0 From a scale of 1-10 how would you rank the following.

<i>Situations</i>	<i>Response</i>									
	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>	<i>8</i>	<i>9</i>	<i>10</i>
Attitude										
Cooperation										
Personal leadership										
Adaptability										
Self-improvement										

3.0 Please tick the response that best reflects the extent to which you agree or disagree with each of the following situations.

Situations	Response					
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Appraisal is performed without the knowledge of staff						
Personal Files should be the reference point of appraisals						
Good relationship with superior is required for proper appraisal						
Appraisals is based upon merit.						

### C. Performance Measurements and Attained Results

1.0 Do you have in place a performance measurement system?

Yes

No

If yes, please state the type and explain management's reasons for opting for such a system.

.....

.....

KNUST

If No, please explain why.

.....

2.0 Have your outfit so far been able to attain goals set in the corporate plan and budget statements for the previous financial periods.

Yes

No

If No, please enumerate your constraints.

.....

.....

3.0 Please tick the response that best reflects the extent to which you agree or disagree with each of the following situations.

Situations	Response					
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
There is a positive correlation between the appraisals and output.						
Resources are available to push through performance appraisal						
Regular meetings at the departmental levels have impacted positively on the company's appraisals activities.						
Appraisal is fraught with favouritism						
Management's commitment to the performance appraisals is very high						

4.0 Please tick the performance measurement system your institution uses.

Business Excellence Model

EFQM Excellence Model

Balance Scorecard

Other,



If others, please specify.....

5.0 What informed your decision to use the model chosen in paragraph 4.0 above?

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

6.0 Would you describe the current appraisal system as a tool to provide the objective assessment of staff?

Yes

No

Please provide reasons for your answer chosen.

.....  
.....

7.0 In your own opinion, what do you suggest/recommend to improve the performance appraisal of St. Patrick?

.....  
.....

.....  
**KNUST**

8.0 Are there constraints that the company is facing, hence its inability to achieve the set objectives?

Yes

No

If yes, please provide enumerate them

.....  
.....

9.0 What strategies have management put in place to surmount them?

.....