

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

INSTITUTE OF DISTANCE LEARNING (IDL)

HISTORY AND POLITICAL STUDIES DEPARTMENT

**IMPACT OF PERFORMANCE MANAGEMENT SYSTEM ON EMPLOYEES
PRODUCTIVITY IN THE PUBLIC SECTOR IN GHANA. A CASE STUDY
ASOKORE MAMPONG MUNICIPAL ASSEMBLY IN THE ASHANTI REGION**

BY

KENNETH KITINKAWA

PG 1098417

**A THESIS SUBMITTED TO THE DEPARTMENT OF HISTORY AND
POLITICAL STUDIES, KWAME NKRUMAH UNIVERSITY OF SCIENCE AND
TECHNOLOGY IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR**

THE AWARD OF

MASTER OF PUBLIC ADMINISTRATION

NOVEMBER, 2018

DECLARATION

While acknowledging the use of information from various sources, I state with honesty that this research is entirely mine. This project is the result of my own effort that has never been published or copyright.

I am solely responsible for any shortcoming in this work.

KNUST

Kenneth Kitinkawa
Student Signature Date

Certified by:
Dr. Edward Brenya
Supervisor Signature Date

Certified by:
Dr. George M. Bob-Milliar
Head of Department Signature Date

DEDICATION

I dedicate this thesis to my family, especially my mother Mrs. Dora Kitinkawa who has encouraged me from the start to finish and whose encouragement has made sure that I give it all to finish what I have started and to my dear brother and a friend Mr. Daniel Adzorah, who have been affected in many ways possible by this quest, and all my friends who supported me in one way or the other through my education. May God Almighty Bless you all.



ACKNOWLEDGEMENTS

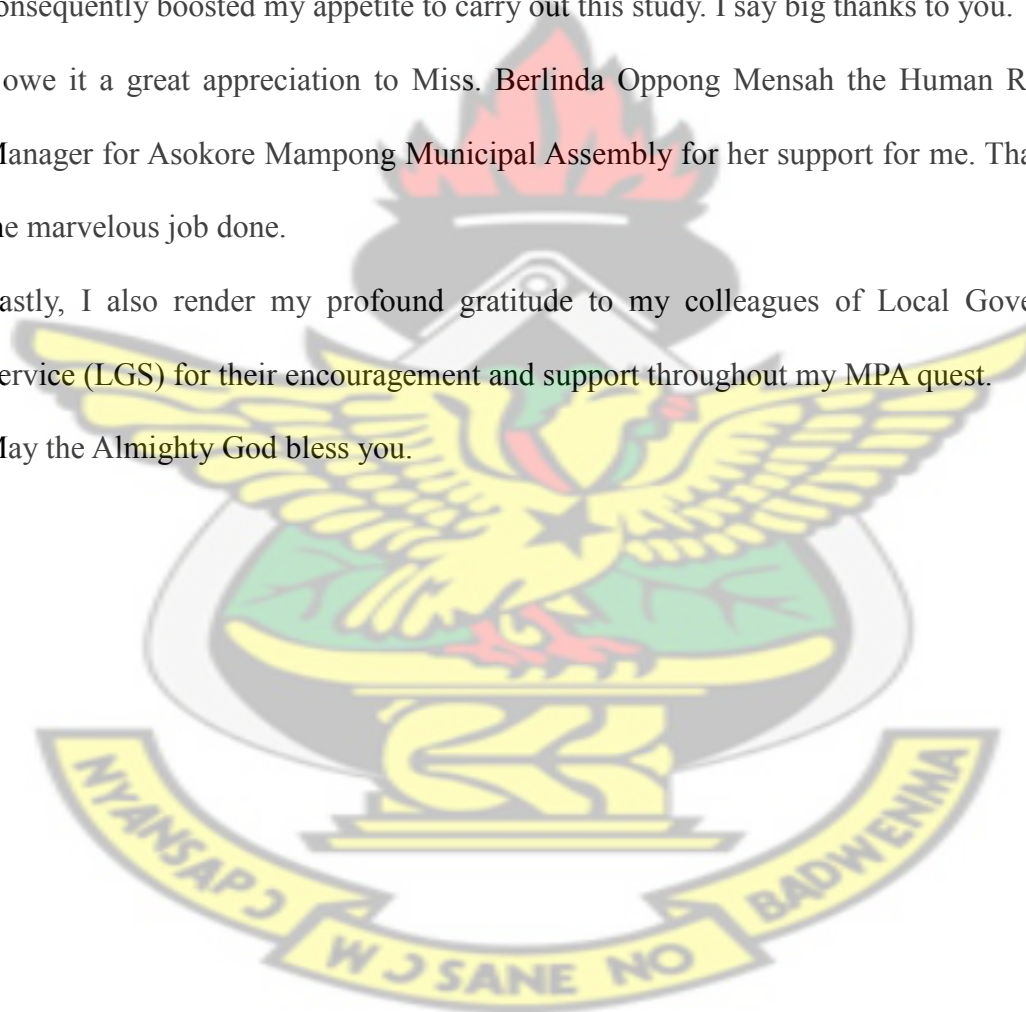
I would like to render my sincere thanks to the Almighty God for His guidance and protection in seeing me through my entire education.

The successful completion of this work was the result of the criticism, suggestions and comments of well-meaning people.

First and foremost, I am greatly indebted to Dr. Edward Brenya my supervisor whose experience, patience and guidance as supervisor saw the completion of this work and consequently boosted my appetite to carry out this study. I say big thanks to you.

I owe it a great appreciation to Miss. Berlinda Oppong Mensah the Human Resource Manager for Asokore Mampong Municipal Assembly for her support for me. Thanks for the marvelous job done.

Lastly, I also render my profound gratitude to my colleagues of Local Government Service (LGS) for their encouragement and support throughout my MPA quest. May the Almighty God bless you.



ABSTRACT

A productive performance management system in a highly competitive working environment can be a vital success factor. The study examines the impact of performance management system on employees' productivity in the public sector in Ghana. A case study of Asokore Mampong municipal assembly in the Ashanti region. The study used deductive approach. The research population comprised employees of Asokore Mampong Municipal Assembly out of which a sample size of 133 was sampled for the analysis. The sources of data were mainly primary source. The researcher adopted purposive sampling techniques in soliciting information for the study. Statistical package for Social Science (SPSS) and Microsoft excel was used in analyzing the data. The study established that, employee performance appraisals impact positively on employee productivity given that, the regression coefficient was positive which was significant. Again, employee reward systems have a positive impact on employee productivity given that the regression coefficient was positive. Thus, individual reward systems have strong effect on employee productivity. Thus, if the individual reward is improved by one-percent employee productivity will improved. Furthermore, the study concluded that, training and development had a positive impact on employee productivity given that the coefficients were all positive. Thus, if the training and development strategies are improved the Impact on employee productivity will be improved. The result is in consistence with Joy Emery (850), Black and Lynch (1996), Evans and Lindsay (1999) and De Cenzo and Robbins (1996). The study recommended that, training and development should be seen not only as the thread that ties together all human resource practices, but also as the instrument for establishing and signaling when and how work practices should change.

TABLE OF CONTENTS

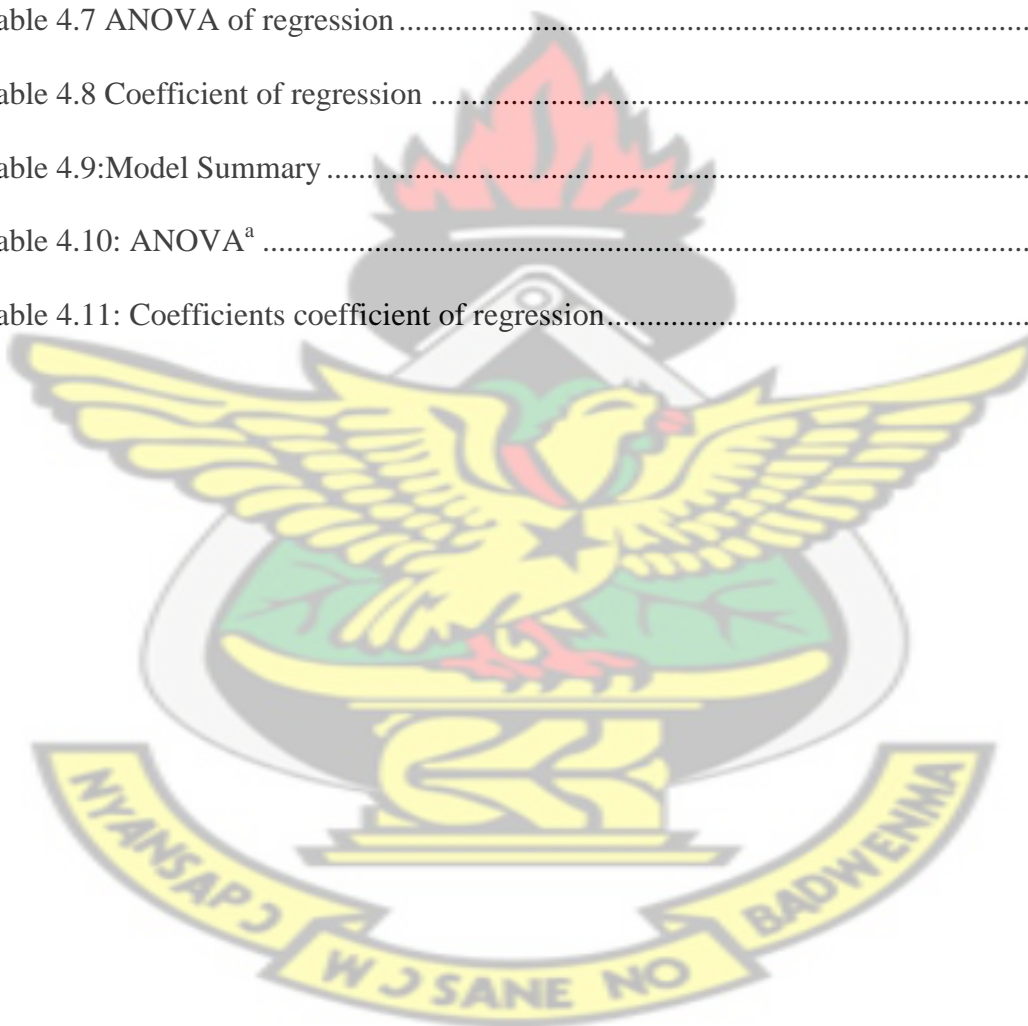
DECLARATION.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENTS.....	iv
ABSTRACT	v
TABLE OF CONTENTS	vi
LIST OF TABLES.....	ix
LIST OF FIGURES	x
LIST OF ABBREVIATIONS.....	xi
CHAPTER ONE	1
INTRODUCTION	1
1.0 Background of the Study	1
1.1 Statement of the Problem.....	4
1.2 Objectives of the Study.....	6
1.3. Research Questions.....	6
1.4 Significance of the Study.....	6
1.5 Scope of the Study	7
1.6 Limitations of the Research.....	7
1.7 Organization of the Study.....	8
CHAPTER TWO	9
LITERATURE REVIEW	9
2.0 Introduction.....	9
2.1 Theoretical Framework.....	9
2.2 Performance Management System (PMS).....	11
2.3 Performance Appraisal and Employee Productivity.....	13
2.3.1 Appraisal as a Source of Management Information	15
2.3.2 Recognition of Good Performance	16
2.3.3 Accounting for Past Performance	18
2.4 Influence of Reward Systems on Employee Productivity	19
2.4.1 Reward Systems.....	19

2.4.2 Employee Promotion	21
2.4.3 Performance-Based Pay	22
2.4.4 Reward Systems and Employee Productivity	24
2.5 Influence of Performance Feedback on Employee Productivity	25
2.5.1 Performance Feedback Effective	25
2.5.3 Feedback as a Source of Appraising Performance	28
2.5.4 Feedback and Productivity	29
2.6 Conceptual Framework.....	32
CHAPTER THREE	35
RESEARCH METHODOLOGY	35
3.1 Introduction.....	35
3.1.1 Profile of Asokore Mampong Municipal Assembly.....	35
3.2 Research design	36
3.5 Research approach	36
3.6 Population size.....	36
3.5 Sample size determination.....	37
3.8 Sampling technique	37
3.9 Data collection source and instrument.....	38
3.10 Pilot testing	38
3.11 Data analysis procedure.....	39
3.11.1 Model Specification.....	39
3.11.2 Dependent and independent variables	39
3.11.3 Statistical tools.....	40
3.11.3.1 Descriptive statistics	40
3.11.3.2 Model summary of regression	40
3.11.3.3 ANOVA of regression	40
CHAPTER FOUR	42
DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS	42
4.0 Introduction.....	42
4.1 Data reliability Test	42
4.3 Factor analysis	44

4.3.1 Profile analysis of respondents	44
4.3.2 Economic Status of Employees	45
4.3.3 Age of respondents	45
4.4 Gender of respondents	46
4.4.1 Interpretation of Figure 4.2.....	46
4.5 Educational qualification of respondents.....	47
4.5.1 Interpretation of Figure 4.4.....	48
4.6.1 Interpretation of Figure 4.2.....	49
4.7 Influence of performance appraisals on employee productivity.....	50
4.8 Regression equation.....	52
4.9 Influence of reward systems on employee productivity	52
4.10 Regression equation.....	54
4.11 Impact of training and development strategies on employee productivity.....	55
4.11.1 Regression equation.....	56
CHAPTER FIVE	58
SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS	58
5.0 Introduction.....	58
5.1 Summary of key findings.....	58
5.1.1 Influence of performance appraisals on employee productivity.....	58
5.1.2 Influence of reward systems on employee productivity	59
5.1.3 Impact of training and development on employee productivity	60
5.2 Conclusion	60
5.3 Recommendations.....	61
5.3.1 Recommendation for further research	62

LIST OF TABLES

Table 4.1: Reliability Statistics.....	43
Table 4.2: Psychometric properties of constructs (Factor analysis).....	43
Table 4.3: Model Summary of regression	50
Table 4.4: ANOVA of regression.....	51
Table 4.5: Coefficient of regression.....	52
Table 4.6 Regression Model Summary	53
Table 4.7 ANOVA of regression.....	53
Table 4.8 Coefficient of regression	54
Table 4.9:Model Summary	55
Table 4.10: ANOVA ^a	56
Table 4.11: Coefficients coefficient of regression.....	56



LIST OF FIGURES

Figure 4.1: Economic status of employees	45
Figure 4.2: Age of respondents.....	46
Figure 4.3: Gender of respondents.....	47
Figure 4.4: Educational qualification of respondents	48
Figure 4.5: Number of years of respondents working relationship with the Assembly ...	48



LIST OF ABBREVIATIONS



MMDA's	-	Metropolitan Municipal and District Assemblies
HRM	-	Human Resource Management
HRD	-	Human Resource Development
FOAT	-	Functional Organizational Assessment Tool
CDD	-	Centre for Democratic Development
KSA's	-	Knowledge, Skills and Abilities
HR	-	Human Resource
AMMA	-	Asokore Mampong Municipal Assembly
T&D	-	Training and Development
KNUST	-	Kwame Nkrumah University of Science and Technology
NDPC	-	National Development Planning Commission
MSC	-	Manpower Service Commission
PMS	-	Performance Management System
PMC	-	Performance Management Contract
PA	-	Performance Appraisal
LGS	-	Local Government Service
PNDC	-	Provisional National Defence Council
CSRP	-	Civil Service Reform Programme
MDAs	-	Ministries, Departments and Agencies
CSPIP	-	Civil Service Performance Improvement Programme
EP	-	Employee Productivity
RWS	-	Rewards System
CA	-	Cronbach's Alpha
CR	-	Composite Reliability
AVE	-	Average Variance Extracted

CHAPTER ONE

INTRODUCTION

1.0 Background of the Study

Employee performance has a greater impact on the organizational performance and productivity. However, human and material resources are scarce and very difficult to come by and as such, there is the need to ensure prudent use of the state's limited resources to achieve greater goals. Therefore, effective human resource management is a critical concern for all institutions both private and public and plays a major role in determining the success or otherwise of the institution. There is therefore the need for public institutions to manage their human resources effectively and efficiently. Chan and Lynn (1991) stipulated that criteria for evaluating organizational performance should not only entails; productivity, profitability, customer satisfaction, marketing effectiveness, but should also include employee morale.

The performance management system (PMS) in public service provides it with a tool to increase excellence, transparency, accountability and communicate its values and objectives to the employees. This will ensure that there is discipline, efficient and effective use of public resources to improve public service delivery.

There has been a shift in performance appraisal process from traditional method to performance agreement to enhanced performance management system within the public sector. The old method of appraisal was featured by absence of rigor, low executive commitment, continuity and objectivity in the system management and lack of linkage between application of rewards and sanction mechanisms. The current performance management system enhances objectives and clear scheme for assessment.

The Local Governance Act, 2003 (Act 656) which created Local Government Service clearly stipulated functions of the Service and the Council to include; setting standards for performance within which District Assemblies and Regional Co-ordinating Councils shall carry out their duties and discharge their functions and monitor and assess the performance standards of District Assemblies and the Regional Co-ordinating Councils. The Local Government Service sought to establish effective way for performance management system in the public Service.

The Performance Management System (PMS) in the Local Government Service's includes the using two instruments which are: Performance Appraisal (PA) and Performance Management Contract (PMC). The role of the Service is to enter an agreement and commitment with its employees to establish clear, targets using agreed objectives with indicators for attainment of goals within a given period through the guide of these instruments. The focus of valuation is placed on the total achievement of the institutions and not based on the signatories to the contracts (Local Government Service, 2015)

The performance management system (PMS) has been accepted as the most positive and crucial ways of improving productivity within the field of Human Resource Management (Homayounizadpanah and Baqerrkord, 2012).

. Performance management system has been branded and viewed differently by different authors. Performance Management System involves all things that are aimed at achieving organizational targets, goals and objectives in an efficient and effective manner. Performance management mainly centred on the organizational performance, employees, departments, and to some extent, the processes that are usually employed to

build a service or product, as well as other key areas in an organization that would lead to employee productivity (Homayounizadpanah and Baqerrkord, 2012). Baron and Armstrong define performance management as an integrated and strategic approach towards enhancing the employee and organizational productivity by bettering the performance of employees through developing the individuals and teams' capabilities (Baron and Armstrong, 2007).

From the fore going, it can be said that. Performance Management System (PMS) is the process of identifying, measuring, organising and assessing organization's results against planned targets opportunities to improve and take measures to resolve challenges and improve on it successes.

Bloom, Dorgan, Dowdy and van Reenen (2007) concluded that it is only by having strong and effective management practices in place that multinational companies have been able to replicate the same standards of performance across different regions, cultures and markets.

The main purpose of a performance management system is to create an alignment between the organization's objectives and its sub-systems in order to achieve the organization objectives (McNamara, 2008)

Employee productivity is an assessment of the efficiency of a worker or group of workers. Productivity may be evaluated in terms of the output of an employee in a specific period of time. Typically, the productivity of a given worker will be assessed relative to an average for employees doing similar work. Because much of the success of any organization relies upon the productivity of its workforce, employee productivity is an important consideration for businesses. In brief, productivity is the outcome out of the final output of production. Management and directors of organizations are given the

mandate to encourage their employees to accomplish organizational objectives. Most organizations wonder how they can sustainable performance among its employees. This means looking at what can be done to encourage the employees to give their best though various reward systems in whatever work they do in the organization (Armstrong, 2001). Productivity sustenance is therefore a concern that many organizations are looking at addressing via various means so that employees can still remain productive in the long term. Performance management therefore needs to be tested in any particular setting taking into consideration how individuals in any particular organization are motivated and the extent to which they are most effective for a particular organization. Thus it is on this basis that the study aims to examine the influence of performance management system on employee productivity with a focus on the Asokore Municipal Assembly.

1.1 Statement of the Problem

The productivity of the employees of Asokore Mampong Municipal Assembly is low which generate a course of concern. Available evidence suggests that employees are not well motivated. Studies have also shown that motivation results in high impact of performance on productivity. Performance management system of Local Government Service which the Metropolitan, Municipal and District Assemblies constitutes an integral part, was instituted as a means of decentralizing governance and related services to the citizenry (Asante and Ayee 2008). In the 1980s, the pro-military government of Ghana, developed and implemented this Local Government Service concept in response to empowering the citizenry in decision-making (Oquaye 1995) at the local level (Local Government Service Report, 2017). However, anecdotal evidence in recent times indicates that, ineffective performance management system, poor communication, low commitment by top officials, absence of training and inadequate capacity for setting

clear targets and objectives, and measuring and evaluation criteria for performance assessment, cultural issues, absence of reward for good performance, financial constraints, weak and highly bureaucratic management system as challenges facing performance management system in the Assembly, have become common among the various Local Government Service in the country (Albert and Bawole, 2018). It is not clear the scope of staff involvement and compliance to boost productivity in the wake of the implementation of the Performance Management System. Moreover, the environment of service delivery and local governance participation is still plagued with perceived delays, extortion and other corrupt practices that do not promote development even after the implementation of Performance Management System (Albert and Bawole, 2018). However, it remains unknown, the extent to which Performance Management System has been successfully implemented especially in boosting the service delivery and governance participation by locals. Although several studies have focused on the processes involved in the development and implementation of performance management systems in Ghana (Dodoo 1997; Ohemeng 2014; Uddin and Tsamenyi, 2005), transnationally, others have also explored the design of Performance Management Systems in various studies but have not focused on the extent to which employees are involved in the implementation (Otley, 1999; Ferreira and Otley, 2009; Flapper, 1996). Nevertheless, employees play a crucial role in organizational management. However, there is a gap in academic research to examine the correlation of productivity of the staff of Asokore Mampong Municipal Assembly and level of performance management system. Therefore, this study seeks to analyze the impact of performance management practices on employee productivity in the public sector in Ghana.

1.2 Objectives of the Study

The general objective of the study was to evaluate the impact of performance management system on employee productivity in the Asokore Mampong municipal Assembly.

Specific Objectives of the study are:

1. To investigate the influence of performance appraisals on employee productivity in the Asokore municipal assembly
2. To determine the influence of reward systems on employee productivity in the Asokore municipal Assembly.
3. To explore the extent to which training and development impact on employee productivity in the Asokore Municipal Assembly.

1.3. Research Questions

The study sought to answer the following questions:

1. How does performance appraisals influence productivity in Asokore Mampong Municipal Assembly?
2. How does training and development influence productivity in Asokore Mampong Municipal Assembly?
3. How does rewarding systems influence productivity in Asokore Mampong Municipal Assembly.?

1.4 Significance of the Study

The employees of Asokore-Mampong Municipal Assembly. are likely to be the key beneficiaries of the study. This is because the study will help find out the strategies for encouraging, assessing, improving, identifying, evaluating and rewarding employees

‘performance at their organisations. The study findings will also be helpful to the Local Government Service (LGS) when setting policies on their specific performance management system to ensure best Performance Management systems are consistent with the requirements and the standards of these policies are in line with the task performed and the vision and mission of the organization. The recommendations of the study would also be significant to the human resource managers and supervisors in both public and private sectors that will serve as a guide for employees to concentrate and remain focus on the targets in a manner that enhance attaining the organizational goals and objectives.

1.5 Scope of the Study

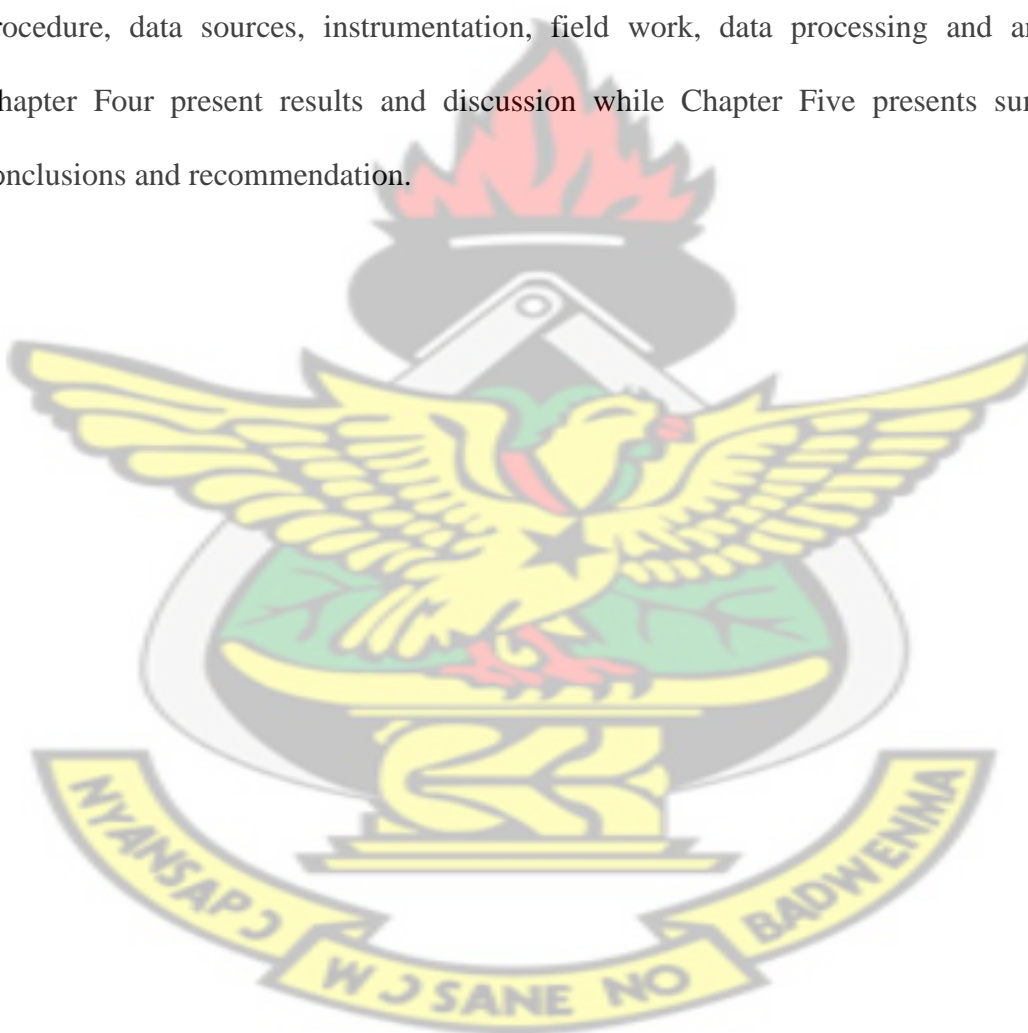
The study focus on the Impact of Performance Management system on employees productivity in Asokore-Mampong Municipal Assembly. The study targets public sector workers at Asokore-Mampong. Again only individual staff, who have worked in the assembly at least, for the past twelve months were included in this study for analysis. Furthermore, this study does not attempt to measure and analysis individual employee specific views or responses

1.6 Limitations of the Research

Certain limitations are envisaged in the course of the research which in a way created some problems for the smooth conduct of the study. Time was the key limiting factor as the project cannot be comprehensively researched within the thesis time frame of about six (6) months. Also, there were some difficulties in assessing information due to language barrier. Some of the respondents were reluctant to respond to the questions which were asked.

1.7 Organization of the Study

The study has five chapters. The first chapter presents the introduction, this entails the background to the study, problem statement, the study objectives, research questions, significance of the study, scope and the last item under chapter one is the organization of the study. Chapter Two deals with literature review, the various literature relating the study objectives was discussed. Chapter Three discusses the methodology of the study. It details the study area, design study, study population sample size and sampling procedure, data sources, instrumentation, field work, data processing and analysis. Chapter Four present results and discussion while Chapter Five presents summary, conclusions and recommendation.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter deals with the pertinent literature which was reviewed in line with study objective and sought to present a broad understanding on performance management system and its effects on employee productivity. The purpose of the literature review is to assist both the understanding of theories and variables which underlie the study. A literature review may be defined as a critical evaluation of previous scholarly writings that are relevant to the research topic. It is of major importance that every research project begins with the review of the existing literature in its particular field of study. Such a review assists the researcher to consolidate the theoretical foundation of the study. The chapter examines how the impact of productivity at the work place and concludes with a conceptual framework.

2.1 Theoretical Framework

This study applies goal setting theory for the analyses of the performance management system and productivity in Ghana's public sector. The theory was formulated in 1968 by Edwin Locke (Obasan and Sotunde 2011). The theory points out relevant correlation between performance goals to be achieved and the performance of employees. The theory begins with setting up performance standards for employees. This would enhance their morale for them to strive towards achieving the goals of the organisation. The goals set out by individual worker serves an important role in boosting employee morale for a higher performance. This is due to the fact that the individual employee is made to follow their goals. The goals are attained through the employees. It also improves the

performance of the worker, make changes to the goals to be more realistic to achieve. Salaman, John and Billsberry (2005) postulate that, when performance improves, it affect positively on performance. Goal setting has a positive effect on performance because a specific high goal affects persistence and choice effort; that is, a specific goal target increases a person's attention on what is to be achieved against putting it off for future. The theory emerged as a result of observed studies on individuals and groups that was carried out within a laboratory and a field setting. According to Latham, Borgogni and Petitta (2008) through their observation highlight mechanisms that connect goals to performance outcome. Goals that are Superior results in an enhance performance as compare to goals that are easy. Generally, target or goals like encouragement for a person to do his best make children healthy. When opportunities and commitment are established to ensure higher goals, the person's performance will also be high. The employee involvement in taking decision, getting response back from their supervisors, which includes monetary incentives, competition and praise likely influence the attitude of a person to a high level of commitment towards a specific high goal.

The important component used for effective employees coaching is the cautious application of goal setting. According to Locke (1966), Locke and Latham, (1990), the prime axiom of goal setting theory is that specific and difficult goals lead to enhance performance of employees than when people strive to simply do their best. The theory also postulates; situational factors also moderate the effect of a goal on performance and the level of employees and government. Set goals might be a variable that enhances or limits the connection that exist between the performance of an employee and the set goals.

According to Latham; Borgogni and Petitta, (2008), postulate that setting some aspect of difficult and learning goals seems to be applicable at any level of government where individual workers lack competency of how to achieve a given target. According to Olufemi (2014), the core features of the goal setting theory is the most useful theory of motivation which is now its strong empirical basis and its continuous process of development. It is an important tool in investigating and analysing performance management and productivity in public services in Africa.

2.2 Performance Management System (PMS)

Performance management had been known to comprise all activities that ensures that organizational objectives are continuously being attained in an efficient and effective manner which focuses on the organizational performance, employees, and departments. It also involves the activities that are employed to build a service or product, as well as other key areas in an organization that would lead to employee productivity (Homayounizadpanah and Baqerrkord, 2012). Performance Management System (PMS) can also be described as the mechanisms and systems used by organizational leaders and their employees to develop work exceptions and objectives of the organization. It is a system used among others to deliver and receive performance feedback, identify development needs and evaluate performance.

According to Lebas (2005), Performance Management System consist of management of the components and organising the relevant models that ensure timely achievement of stated objectives and goals within constraints specific to the organisation. The well performing organization is considered as the one that is successfully achieving its objectives and goals. More so, performance management system according to Otley

(2009) is to effectively set out appropriate strategy and implementing them. According to Appelbaum *et al.*, (2003), stated that an AMO-model of performance management is employees function. This means that Ability, Opportunity and Motivation to participate. It means that the organization stand the chance to benefit if it organizes its activities in a way that ensure those who are not directly involves in day to day administration and put in place measures that ensure individuals have the opportunity to contribute their effort towards the organisational success that is attained through its independence in determining on what to do and also providing a better ways to communicate and employee membership in self-directed or off-line groups.

From the above, it can be deduced that an effective performance management system enables the organization to understand how its employees are currently performing, and to identify those employees that contribute most or least. It allows organizations to undertake a thorough assessment of the training needs of its employees, set development plans and gives them the option of using the results of the performance management process to influence an individual's remuneration.

Performance management was introduced into the Ghana public service as part of the institutional reform programmes that were needed to implement the Structural Adjustment Program adopted by the Provisional National Defence Council (PNDC) government (Ayee, 2001). The performance management programme included the implementation of a Civil Service Reform Programme (CSRP). The reform programme was to improve motivation and performance through job analysis, salary rationalization, reclassification and re-assignments.

A new public service reform programme, the Civil Service Performance Improvement Programme (CSPIP) was started to address the failures of the CSRP. The focus of the CSPIP was to improve service delivery in a cost effective manner (Dodoo, 2007). A major part of the CSRP, according to Antwi, Analoui and Nana-Agyekum (2008), was the development and signing of performance agreements and contracts between the government and Chief Directors of the various Ministries, Departments and Agencies (MDAs).

Performance Management System (PMS) in the Local Government Service (LGS) uses Performance Management Contract (PMC) and Performance Appraisal (PA) as the two main instruments. According to Local Government Service handbook (2015), stated that these instruments serve as a guide by which the Service enters into signing performance contract with its employees. In the performance contract document it clearly set out targets using agreed objectives and indicators for the accomplishment of goals within a given timeline. The focus of the assessment is placed on the overall achievement of the institutions and not the signatories to the contracts.

2.3 Performance Appraisal and Employee Productivity

Performance appraisal process as defined by Carrol and Scheider (2012) is “the process of identifying, observing, measuring, and developing employee performance in an organization”. This definition captures the relevant components needed for a good performance appraisal process. The criteria to Identify and place the appraisal process is to determine what has to be examined and the performance related standards. Moulder, (2011) opined that the observation of the component means that the supervisors and managers need to regularly take note of the identified characteristics. The measurement component implies managers have to translate the observations into a judgmental

ranking. It is important that the observations are relevant and also comparable across raters in the organization according to Derven (2010).

The above explained indicates performance appraisal as not only for evaluating the past performance but also make the appraiser concentrate on the future and improve on the results (Dzinkowski, 2010; Mone and London, 2010) are of the view that effective appraisal could increase employee performance at the workplace and also improve employee motivation (Jackson and Schuller, 2012). Performance appraisal are to be linked with performance process to improve and ensure that employees career development are achieved and also identify their potentials, agree future objectives and develop a career development system that has potentials in resolving existing problems (Brown and Benson, 2013). Performance appraisal seeks to evaluate the effectiveness or otherwise the system that contribute to generality of the organizational performance and to enable changes that provides feedback to the individual staff regarding how well or bad their performance are in an organisation.

More so, Schraeder, Becton and Portis, 2007; Mone and London (2010), Macey, Schneider, Barbera and Young (2009) acknowledged that the method of personnel appraisal and its impact in influencing the achievement and competitive placing in an organization. Prowse and Prowse (2009) study indicates that a number of techniques that can be used to measure performance appraisals. This can be measured by looking at an individual's performance in respect to another, evaluation of their performance in relation to a given set of behaviours in measuring the performance of the workers against the goals of the organization (Mansor, 2011). Some of these methods as obtained in Prowse and Prowse (2009); Macey, Schneider, Barbera and Young (2009) and Mansor (2011) are supervisory rating, subordinate rating method, peer rating and the rating from

the multiple source method which is based on the data collected from stakeholders who account for the main performance appraisal.

Pay-for- performance established behavioural benchmarks in which rewards are allocated supports for alignment of employees' behaviour and organizational values and objectives. It however concludes that, anytime an individual worker meets performance targets then the worker is given pay raise. The basic and clear evidence of linkage with performance and pay recognizing employee towards a specify achievement level should be established, thus promoting favourable commitment to work and job satisfaction (Heneman et al. 2008). The effective pay-for-performance leads to increased service quality and required work behaviour.

However, the bottle neck facing performance management system is at the stage of practice, structure and mechanism. Managers and their employees equally are not fully convinced of the value of performance appraisals. They believe it to be extra tasks and they remain skeptical of the process.

2.3.1 Appraisal as a Source of Management Information

The performance appraisal can be a useful source of information management given to employees in an organisation. Malcolm and Jackson (2002) identified potential reviews performance reviews and reward reviews as the three main groups of purposes according to Malcolm and Jackson (2002). In Performance reviews, the managers discuss with employees the progress in their current positions, their strengths and areas requiring further development. In regards to the potential reviews, the discussion is on the employees' opportunities for progression, and the type of work they will be fitted for in the future and how this can be achieved. In relation to the reward reviews, the discussion

is separate and linked with the performance appraisal process. According to Blau (2009) deciding on rewards like promotion, pay or benefits by the managers are communicated to the employees and provide mechanisms for feedback.

Performance review aims at contributing towards organizational goals. The results of performance appraisal process may lead to improvements in performance and therefore the generality of the organisation's performance thereby increase in productivity and customer service delivery. Malcolm and Jackson (2002) acknowledged four types of advantages that business might gain. They include; training that target the needs of employees towards decisions on promotion, effected and also for deciding on rewards and employees retention. Mullins (2009), also discussed the relevance of performance appraisal for promotion and training.

According to Mullins (2009) some benefit of performance appraisal that could help to identify inefficient work practices or expose potential problems, which are restricting the progress of the organisation. Derven (2010) and Mullins (2009) postulate that performance appraisal process helps organizations to identified employees who have good talent and future leaders in the company. Derven (2010) established that individuals and the strategic goals of the organization have a direct impact on increase profitability of the company.

2.3.2 Recognition of Good Performance

According to Derven (2010), Appraisal process provides opportunity for a manager to officially recognize good performance and this will enhance motivate the employees. The current systems for accessing performance processes take into account of generality

of issues. The managers' attention is on behaviors and outcomes and not on the individual employees. These approaches support on-going communication, feedback and negotiation of the organizational goals and objectives. It also establishes a good communication link between a supervisor and an employee. Derven (2010) assumed that Performance appraisal process provides clear standards for which jobs are to be accomplished and priorities to ensure mutual trust in the worker-manager relationship. According to Jackson and Schuller (2012), the benefits that management stand to gain from Performance Appraisal process is to identify high performers and poor performers and be able to identify strengths and development areas the employees.

However, performance appraisal has been criticized due to inconsistency in theory and the practical implementation of the performance process. Bernardin and Klatt (2005); Hall, Postner and Hardner (2009); Maroney and Buckley (2012), report identified considerable performance deficit between the theory and implementation and concludes that human resources managers are not able to maximise the use of psychometric formula available to them. Critics of the appraisal system opined that, the performance appraisal method need to be made simple to use if not will become time waste and create unnecessary burden to the organisation. Mone and London, (2010) also criticised the process and that it leads to increases in dependency of the employees on their superiors. More so, managers who lack skills and experience to conduct performance appraisal might not receive genuine feedback from the appraisees. This is because it may lead to subjectivity and bias of the raters, which could results in inaccurate and unreliable data about the performance of the employee (Jackson and Schuller, 2012).

A lot of mistakes that may emanate from errors based on the personal bias such as attribute influencing the evaluator's rating for all other traits could affect the

performance appraisal process (stereotyping, halo effect). The rater should be objective and fair in judging and rating the job performance of the workers. Opposing or resistance is also a threat confronting performance appraisal process according to Dzinkowski (2010). Performance appraisal may be resisted by the workers with the reason that for fear of negative ratings. It is important that, employees are communicated to and also clearly explained the purpose of the appraisal process. Derven, (2010) opined that standards be made clear and communicated to every employee to create their awareness of what exactly is expected of them to deliver. Armstrong (2006) postulate that the performance appraisal process should be simple and easy for the understanding of every.

2.3.3 Accounting for Past Performance

Performance appraisal method accounts the previous performance of the workers and place emphasis on the enhancing future performance of the workers. According to Mullins (2009) accounting for previous performance opens doors for employees to express their views and what they expect for the strategic goals of the organisation. What is expected from Employees are also communicated and the consequences of their achievement. The process helps to rate employee's performance and assess their inputs towards the objectives of the organization. It aligns the performance of the individual with the objectives, strategic goals of the organization and also reviews the performance of the employee. Also, to enhance motivation appraisal requires getting employees to be committed to the organization's picture, responsibility enhancement, effort and recognition for effective delivery. (Malcolm and Jackson, 2012). According to Derven, (2010) Performance Appraisal process serves as a means to motivate employees who were able to attain their set goals at the moment in order to keep on for the future.

There is also dissatisfaction involved in accounting for the past employee performance on employee productivity. Walters (2005) outlines the main challenges in the appraisal

process to be: determination of evaluation criteria, lack of competence, resistance, errors in rating and evaluation. Determining the assessment of the performance standards is a major concern faced by the top management (Blau, 2009). The reason for the assessing the standards selected have to be measurable. Sometimes, the evaluation criteria lack competence. In this case, the evaluators are required to have acceptable standards, expertise required and the competence and the standards to be used. They ought to have the skills and the required training necessary to carry out the appraisal process objectively (Moulder, 2011). This calls for the most appropriate performance evaluation criterion for examining employee past performance.

2.4 Influence of Reward Systems on Employee Productivity

2.4.1 Reward Systems

The level of rewards has a greater influence on to determine the level of productivity in organisations. An attractive reward systems have been put in place will go a long way to influence to enhance productivity.

Macey, Schneider, Barbera and Young (2009) opined that, the rewards system ought to be able to identify employees' strength and weaknesses in order to enhance performance. According to Mone and London, (2010) when employees are not able to achieve performance targets, a career development plan could be put to use through the provision of training and appropriate reward scheme to improve their performance. The reward scheme should highlight the organisational objectives and the effort individual employee contribution to achieve high standards of performance. Bannister and Balkin (2010) observed that those appraised seem to have much acceptance of the appraisal process, and feel more satisfied with it, when the process is directly linked to rewards. Rewards systems are important for any organization that aspires to meet its goals and objectives.

This implies that the top management should outline the role of each employee clearly and appropriately for this to be accomplished (Schraeder, Becton and Portis, 2007). In every established organization it is important to have in place clear goals and objectives stated clearly that manager has to give detail description of each person's role (Schraeder, Becton and Portis, 2007) and communicate that role to them in a brief manner (Mone and London, 2010), and sufficiently reward or correct their performance (Macey, Schneider, Barbera and Young, 2009).

Etzioni (2005) suggested ways of employees reward management, regarding coercive (work hard or else you lose your job), remunerative (work hard and earn much money) and normative (working hard to attain organizational goals). The study findings presents a thoughtful concern to the individuals who feel that reward outcomes and appraisal should be mandatory separated. Randell (2014) reports unreservedly point out that there is a high possibility of repetition when an excellent performance is noted and rewarded appropriately, while on the other hand, failing to achieve on performance goals is downcast or even penalised to reduce the possibility of reoccurring again. The crucial matters that can make a reward process successful include; rewards enhance performance and interest; rewards can be used effectively to motivate interest and performance; verbal rewards lead to increase task interest and performance; tangible rewards promote motivation when they are offered to employees for achieving their targets or for exceeding specified performance standards.

Mone and London (2010) explains that the rewards given for creativity encourage generalized creativity in other tasks; reward systems should support the new dynamics of team-based organizations and reward the right kind of team behavior and performance; reward systems should recognize both the importance of co-operation and the differences

in individual performance; problems can occur when reward systems stress individual results even though people have worked together in teams (Gichuhi, Abaja and Ochieng, 2014). Organisations focus is to develop its appraisal process with a baseline performance to reward accordingly; this would promote employee knowledge of the organisational goals to be affected. Performance appraisals are mostly established in the public sectors to reward or recognize employees for a job well achieved. This form of motivation for high performers also serves as a challenge for the low performers (Mone and London, 2010).

2.4.2 Employee Promotion

It is a ritual in the public sectors of Ghana and the local government service in particular that appraisals are often linked with promotions. Moulder (2011) is in consonance with the view that designing performance appraisals, management of organisations should take into account the pay increases and promotions. A number of studies like Prowse and Prowse (2009); Macey, Schneider, Barbera and Young (2009) postulate that employees are encourage working when their promotions are not delay by the management after appraisal process in their work place.

According to Erdogan (2012) others have also argued that factor like training, promotion and career development, appreciation and improved work place environment gives employees much opportunities and this will either directly or indirectly have impact on their satisfaction on the job. Jackson and Schuller, (2012) opined that when a high performance for employees recorded must be back with basis for pay increases and promotions. However, managers of the public sectors should take into account the connection between the appraisal and pay increases or promotions when developing appraisal system. While performance feedback for development purposes may be given

orally, a written summary of the individual's work performance must accompany a pay increase or demotion or termination of employment contract (Derven, 2010). It is important that the managers in public service regularly document employee's job performance.

On the other hand, employee promotions may actually serve to decrease productivity due to a lack of continued extrinsic incentives. Moulder (2011) explains that once an employee receives a promotion to indicate that they have achieved the desired goal. The potential for improved productivity may be limited once a goal is achieved because there is little inspiration to continue improving on their productivity (Derven, 2010). Factors such as employee personality and level of integrity play an important role in continued or improved productivity (Jackson and Schuller, 2012). In some cases, such as when the employees lack a sense of internal motivation, they may become unwilling to improve on their productivity (Erdogan, 2012). It is thus essential for managers to look for ways of motivating the employees to continually improve on their productivity.

2.4.3 Performance-Based Pay

According to Swiercz, (2009) generally accepted concept for enhancing a worker accomplishment of task is by linking pay to performance so as to increase productivity. According to De Silva, (2008), performance based remuneration is a structure which target is to reward workers who have contributed to the organisational success as individuals or in a group, and reward them for the overall performance of the organisations. There are a number of schemes that falls within the description of performance-based pay system. These are a number of designs that allocate to workers financial results of the outcome the organization. The schemes have been categories in

the following form: gain sharing, individual-based, profit sharing incentive schemes and skill or competence based pay.

The performance-based pay method is one of the most effective ways in improving an organisations growth. According to Banket (2011), the practice of a performance based incentive or remuneration strategy is to enhance high performance, attract and retain more productive employees. The performance based pay scheme is to motivate employees in the organisation to continually improve their productivity. De Silva (2008) explained that additional gains of performance-related pay to supervisors and workers are that; (1) where an employee meets his or her performance target, a pay raise should be given, (2) that where employees' contribution leads to the growth of the organisation, and (3) differences in compensation helps an employee to become more conversant with the organisation's misfortunes and fortunes.

Solmon and Podgursky (2010) maintain that performance-based compensation programs inspire competition and do not ensure collaboration. Reason being that every employee is anxious to protect what they have achieved and so his or her own pay and helping others to thrive. De Silva (2008) observed that a similar view regarding the trend to weaken teamwork is recognized. De Silva (2008) maintains that it is always problematic to measure objectively and completely individual performance-related system and this may affect teamwork. De Silva (2008) further proposed that group work criteria should be accessed when it becomes difficult to measure individual performance therefore is necessary for a corporate culture to enhance or advance team cooperation and values. Teamwork is always important for the sustainability of any organisation in today's global economy. In this case the individual's responsibility becomes much flexible and

their anticipated performance targets rests not much on individual's efforts but rather on teamwork. On the other hand, Davis, Landa (2009) opined that money cannot buy employee commitment but only reasonable commitment level. This outline the differences that exist in terms of internal and external commitment and motivation. Employee who are externally committed functions within the required level to meet leader's expectations. De Silva (2008) again argued that performance related pay when it is not linked to employee performance has a minimal impact on motivation.

2.4.4 Reward Systems and Employee Productivity

According to Dewhurst et al. (2010), financial compensation is not the only means to rewarding employees who have excel in performing their work. Some of these could be praising employees who have done well from their managers, would motivate them to take on significant projects, and leadership attention. The attention granted by leaders made references to the fact that managers should treat their employees in a way that make them feel satisfied. The three motivators that have been identified to be appearing constantly on a number of studies are brilliant way to encourage hardworking employee to enhance higher performance results. This is so because when employees rewarded well they feel being respected by the organisation. Motivated employees perform better when they get to know that management consider them seriously or their welfare is of serious concern to management. Also, when employees career and self-development is brought to their attention as being improved by their organisation.

This comes as a huge task for organisations to be able to identify the kind of factors that add up to improving satisfaction employees' satisfaction level. Aside working to improve satisfaction of clients, it is also important that organisations work on identifying the actual factors that influence or serves as a motivators that has positive impact on

performance. The rewards given to employees by their managers, regardless of the work place that they belong should not only be limited to financial rewards. According to La Belle (2005), people's perception differs towards rewards. Some employees may see money as a sufficient and adequate reward to motivate them to work harder at workplace, likewise, others might regards vacation and material motivation for example; car to be much rewarding to encourage employee to work hard.

A good example is when employees assumes that when their leaders give them the necessary recognition is more rewarding as other incentives like money. In terms of the reward distribution, there are three commonly used distribution rules that must be met. These include; need, equality and equity. (Deutsch, 2009). Chen (2009) similarly espoused that rank has to be a fourth allocation and this item should serve as a basic of importance in improving employee's productivity. According to Kanfer (2010) employees are always involved in the change process as their contributions are required in exchange for rewards. They also compare the require effort or quantum of input to accomplishing a particular mission and obtaining rewards in exchange for productivity.

2.5 Influence of Performance Feedback on Employee Productivity

2.5.1 Performance Feedback Effective

Performance feedback between employees and supervisors is the key to successful organization productivity. Regular feedback helps employees focus their work activities so the employees, the department, and the organization to achieve their goals (Solmon and Podgursky, 2010). Providing feedback on Performance fosters accountability, this is because supervisors and employees participate to identify competencies, develop goals discuss employee motivation and career development. However, there are some organizations that fail to provide feedback (Jackson and Schuller, 2012). Although a few

managers may intentionally hold back feedback from employee, yet, others are constraint with time due to their work. In addition, most organizations do not have structured evaluation systems and their managers do not apply the systems that are in place (Banket, 2011).

In the absence of any formal system and a lot of demands, managers who are good let feedback fall to the roadside. The absence of feedback also leaves good employees unrecognized. Even abysmal performances may not be given adequate feedback (Solmon and Podgursky, 2010). Also, most managers often are not comfortable giving out negative feedback to employees. This leads to significant problems where the organization finds itself at a point of crisis. Additional worsening the situation regarding feedback is ineffective feedback structures in some business (Salau, Oludayo and Omoniyi, 2014). Becoming unsatisfied with traditional means of performance appraisal systems, most organizations have stop at all and feedback and feedback has turn to be miss scheme, this however have made feedback a intermittent and capricious (Jackson and Schuller, 2012).

The challenge of modern working environment has made the desire for a more formalized feedback system essential. Managers have realized that they should offer a feedback any time the work is well done and likewise when not, this implies they have realised keeping is never the right approach. (Banket, 2011). Hinkin and Schriesheim (2012) has revealed the three (3) kinds of managers which involve the ones which expect good or better performance, the ones who focus on poor or low performance, and the ones who do less to support any kind of behaviour and the those managers who offer less feedback.

2.5.2 Feedback and Effectiveness, enhances the efficacy and helps in taking decisions within the organization. Feedback serves as a guide for individual to follow the organization missions and visions. The best way is to inform the employee about how they are achieving and areas they need to improve. Schraeder, Becton and Portis (2009) suggest that performance feedback can serve as way of knowing the employees' strength and weaknesses. Performance feedback can also serve as a crucial element that enhances individual employees performance in the areas of weakness. For the sustenance of the organization performance, it is important for the top management to frequently provide employees feedback on their efforts and strengthen the progress of their jobs through unbiased feedback. In this regard, performance feedback records need to be retained for future references (Macey, Schneider, Barbera and Young, 2009).

Salau, Oludayo and Omoniy (2014) explain that 360-degree feedback method can be applied in assessing the performance of employee. The main reason of 360-degree method is basically the same as for normal performance appraisal method. In this case it is presumed that the current method offers some benefits. Dalton, (2006) made a strong point that people should be made aware how their action affects others in the workplace. The ratee believes that the 360-degree appraisal method therefore offers an opportunity for people to see themselves as others do. According to Stark et al. (2008) assumed that the idea of behaviour adjustment may be identified by means of improved self-awareness. Forcing people into a thinking practice of reflection would eventually results in a high levels of getting to know their actions as individuals and the effects such actions might have through various levels outside and within the establishment.

According to Raju and Collins (2008) suggest that team building abilities through which managers apply when changing employees' assertiveness and happiness, may be assessed by relevant others. Supervisors get response from subordinates and colleagues

and compare how their leadership style is perceived by both their peers and subordinates within a team. According to Salau, Oludayo and Omoniy (2014), this would give the supervisor the opportunity to assess the achievement of individual employee through his interaction with different group of employees or departments. It would also able the manager assess external customers, and the employee himself in the organisation. As the organisation develops its staff, a more formal system using a written appraisal form should be developed internally or externally that should always be used with the results of the appraisal being tied to salary increases or bonuses. Whether the appraisal is provided verbally or in writing, organization needs to provide consistent feedback on a regular basis so that employees can improve their work performance.

2.5.3 Feedback as a Source of Appraising Performance

The critical component of the performance appraisal process is the face to face interaction between supervisor and individual. Solmon and Podgursky, (2010) defined feedback as any information reflecting past performance outcome and communicating results to the employee. Performance feedback requires a rater who has specialized knowledge to gauge performance, the ability to observe and note any performance gaps among the employees (Berry, 2003). There are a number of appraisal sources and the first one is the ability of the supervisor to know what is expected from the employee and how to carry out the performance appraisal process (Berry 2003).

The second source of performance feedback is by the work colleagues. These workmates are in a better position to observe and note their colleagues are performing at work. Workmate form an important source of employee appraisal feedback as compared to work supervisors who have little opportunities to observe the performance of the

employees at work (Berry, 2003). Third, the employees themselves can become an important source of performance feedback. In other words, they can do what is called a self-evaluation. However, this kind of employee appraisal may be biased as most of the times the feedback comes out positive (Salau, Oludayo and Omoniyi, 2014). The employees may fear rating themselves negative to avoid reprisal by their managers at work (Berry, 2003).

KNUST

The receiver of the feedback must trust the source of it as being reliable, objective, credible and motivated. Gupta and Upadhyay (2012) points out that there are a number of issues that raters face when conducting performance feedback during appraisals. One of the mistakes is the rater halo effect where an employee is only rated based on certain characteristics. There is also the mistake of contrast when the rating of an employee depends on other factors such as another employee performing similar jobs. There is also another mistake known as the central tendency error. This is a situation where the manager gives all the employees ratings above the normal level. There is also leniency rating where the rater gives employee good ratings and when the rater is strict everyone gets low ratings. Recency effect error occurs when the ratings of an employee are based on the occurrence of recent events instead of previous performance of the employee and the proximity error rating happens when a rater applies single rating technique to different characteristics of employee performance (Jackson and Schuller, 2012).

2.5.4 Feedback and Productivity

The performance appraisal feedback serves an important role in employee productivity. It gives an opportunity for feedback on the past achievement of the employee against targets and to also find out any performance deficit. Jackson and Schuller, (2012) stated

that managers and supervisors view this as a process that identifies the present achievement of the employee, discuss areas well performed, the shortfalls and future opportunities. Brown and Benson, (2013) postulate that performance feedback provides a discussion that enhances employees understanding regarding their performance at workplace, obtain coaching and also find out their expectations about career development. Performance feedback is very important tool because it makes people aware and understands the outcome of their actions and inactions and the effects it has on the organisation. Majority of workers believes that the appraisal process is fair, it inspires their performance.

Caroll and Schneier, (2002) opined that one of the most important conditions for enhancing employee productivity is by providing clear and performance based feedback to employees. Workflow should be available to trace the feedback sessions. When an error is noticed, instantly corrective measures are taken, with minimal loss to the organisation. This should be measured in terms of the extent to which the employee is able to achieve performance standards set out by the management in fulfilling the organization objectives. According to Baruch, (2006) releasing information to employee on how he or she performed is generally seen as a crucial process that may encourage self-development and employee productivity which contribute to the growth of the whole organization. Denisi, (2006) postulate that, the rate at which this feedback is received is important and can influence future productivity of the employee.

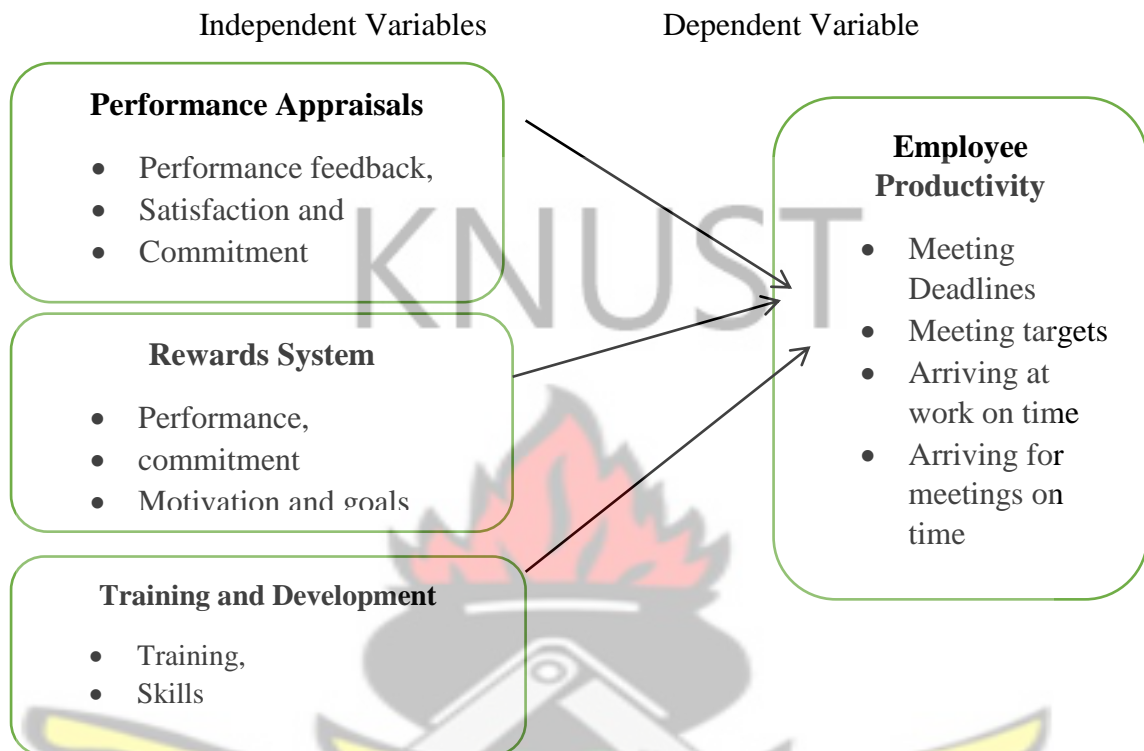
The success or otherwise of the performance feedback subject to the acceptance of the process used in disseminating information to both parties involved. There are differences in reactions to the feedback from both managers and the employees. The gratification concerning performance appraisal process is a sign that subordinates are pleased with the

process and the feedback they have received. According to Mone and London, (2010) feedback gives an indication of fairness and accuracy of evaluating performance. Jackson and Schuller, (2012) assumed that the outcome of the appraisal process should make individuals happy after the performance feedback. This would further enhance good working relationships with colleagues and supervisors. The feedback could bring about negative reactions from employees if they observed the process to be unfair. According to Dechev (2010) performance feedback could cause changes in attitude leading to lack of cooperation between managers and employees, not focusing on priorities, absenteeism, unhealthy competition and even can cause staff turnover.



2.6 Conceptual Framework

The study was guided by the following conceptual variables;



There is conceptual relationship between the dependent variable, extraneous and independent variables. Performance of employees indicated by deadlines, targets and satisfying clients constitute the dependent variables. Performance management is some extent has effect on worker performance. Every stage within Performance Management System has an effect on worker output. Setting realistic targets, accurate and clear objectives for employee and organization can lead employees to efficiently and effectively perform well.

According to Tosi et al. (2000) additional objective and strategy could enhance employee's commitment and initiative towards their job.

Training and communication is very crucial for improving employee performance in Performance Management System. Frequent interaction among supervisors and employees and also interaction among employees can contribute to update organizational

and individual goals. It could also resolve and increase the deficits in the process of production so that the quality of performance might be increase.

Coaching guides and develop qualified employees through skills and knowledge in a way that the issues that might appears during appraisal process will be rectify to ensure the organization success are increased. The tasks employee's performance can be enhance in so many form. Example, the employee output at workplace and the teamwork through effective communication could be impacted positively. According to Lawler (2003) taking into account employee's self-development is likewise relevant key to improve employee's performance and it can transform the opportunities and support for the organization.

The final phase of performance evaluation and Performance Management System is use to assess the performance in the process and providing the information for paying. When the employee's performance meet or exceed the set targets, they expect positive feedback form their managers. On the other hand when their performance does not meet expectations or the targets set out for them. Employee's needs feedback which will guide them towards improvement if not they might think their performance level is normal or average within the organization and they might relent in putting extra efforts.

Pay-for-performance or performance appraisal can be used as a means of providing reward to employees towards their good performance and encourage them to perform well. A good performance management system will increase productivity at Asokore Mampong Municipality.

Conclusion

The chapter reviewed relevant literatures on the impact of performance management system on employees' productivity. The first section presented the effects of feedback on employee performance towards productivity. The second section examined the effects of reward systems on employee productivity and the third section investigated the influence of performance feedback on employee productivity.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the steps that were used in conducting the research. The chapter discusses the research design, the target population, sample size and sample selection technique and data analysis procedures.

3.1.1 Profile of Asokore Mampong Municipal Assembly

Asokore Mampong Municipal Assembly was separated from the Kumasi Metropolitan Assembly on 29th June, 2012 due to the enactment of the Decentralization Programme. Legislative Instrument, (L.I) 2112 establish the Municipality. The Municipality has a land area of about 23.91 km² and it is situated in the North-East of the Kumasi Metropolis. Asokore Mampong Municipality shares boundaries with Kumasi Metropolitan Assembly (KMA) to the east, south and west, Kwabre East Municipal to the north-west and Ejisu Municipal Assembly to the south-east. Although a small land size, the Municipality according to the 2010 Population and Housing Census stands at 304,815 (PHC, 2010) with 10 electoral areas namely; Aboabo No.1, Aboabo No.2, Adukrom, Akurem, Asokore Mampong, Sawaba, Asawasi, New Zongo, Sepe-Tinpom and Akwatialine Electoral Areas. with 145,779 males 159,036 females.

3.2 Research design

The study adopted a mix method thus descriptive and explanatory research design. Descriptive research design is a scientific method which involves observing and describing the behavior of a subject without influencing it in any way.

3.5 Research approach

The study adopted a deductive approach. The approach focus on designing a hypothesis that builds on a theory that already exist, and also developing a strategy to check the hypothesis” (Wilson, 2010). Deductive implies specific reasoning to more general. If a causal relationship or link seems to be implied by a particular theory or case example, it might be true in many cases. A deductive design might test to see if this relationship or link did obtain on more general circumstances” (Gulati, 2009). Deductive approach can be explained by the means of hypotheses, which can be derived from the propositions of the theory. In other words, deductive approach is concerned with deducting conclusions from premises or propositions. Deduction begins with an expected pattern “that is tested against observations, whereas induction begins with observations and seeks to find a pattern within them” (Babbie, 2010).

3.6 Population size

The study’s population size comprises staff of the Asokore Mampong Municipal Assembly as its targeted population because they are the most appropriate group of elements to express their views. The staff strength was two hundred (200).

3.5 Sample size determination

The sample size was determined by adopting to the sample size determination formula used by (Kashmala and Faiza, 2015) study where the total population of the industry was estimated to be 973 customers

Where:

$$n = \frac{N}{1 + N(\varepsilon)^2}$$

N=population size

ε = margin of error/confidence level

n = sample size

$$n = \frac{200}{1 + 200(0.05)^2} = 133$$

Hence required sample size is 133 respondents.

3.8 Sampling technique

Staff members were selected through purposive and convenient sampling technique. Purposive sampling is a non-probability sampling method and it occurs when elements selected for the sample are chosen by the judgment of the researcher. Researchers often believe that they can obtain a representative sample by using a sound judgment, which will result in saving time and money (Black, 2010). Again, purposive sampling technique was adopted because the researcher was interested in staff members who had knowledge about the area been researched and have worked within the organization for minimum of two years. Convenience sampling (judgmental sampling) as defined according to Saunders et al (2009) comprises choosing randomly those respondents that the researcher can easily access for the sample, as the sample selection process is continued until the required sample size has been reached. The researcher adopted these methods in

choosing respondents that could give the right data for the particular studies. Hence, staff members who were accessible to the researcher was 133.

3.9 Data collection source and instrument

Data collection sources for the study was mainly primary source. Primary data for the study was collected through questionnaire which was the main data for the examination. The data collection instrument for the study was questionnaire. The questionnaire was designed in order to facilitate the achievement of the research objectives. A draft questionnaire was presented to the thesis supervisor so that any shortcoming or weakness in the questionnaire was corrected before the final version administered. It was designed to solicit the opinions from respondents. The information that was needed but could not be obtained from secondary source was translated into a set of questions. In order to improve the response rate and ensure that respondents felt very comfortable when answering the questions, the questionnaire did not require respondents to reveal their identity.

3.10 Pilot testing

In order to test the reliability and validity of the questionnaire instrument, a draft questionnaire was presented to ten (10) peers so that any shortcoming or weakness in the questionnaire was corrected before the final version administered. However, the instrument passed the reliability test with an appreciable Cronbach alpha and factor analysis. This analysis are deeply presented in chapter four for the 133 respondents.

3.11 Data analysis procedure

Data was analysed with SPSS 21.0 version and Microsoft Office Excel 2010 to obtain graphs and tables, Descriptive statistics and multiple regression model were used to analyse the responses from respondents. Using a five likert scale to measure the attitude of respondents, the higher the value of the scale, the higher the disagreement with the statement: The key is as follows: One = Strongly agree, Two = Agree, Three = Neutral, Four = Disagree, Five = Strongly disagree. Furthermore, A cross sectional primary data was the main data for the analysis. Other sections of the questionnaire also required Closed and open questions.

3.11.1 Model Specification

$$EP_i = \beta_0 + \beta_1(RWS)_i + \beta_2(PA)_i + \beta_3(T\&D)_i + \alpha_i$$

Where:

EP= employee productivity

RWS=Rewards

PA=performance appraisal

T&D= Training and development

α_i = error term

3.11.2 Dependent and independent variables

Dependent variables are variable that the study intends to predict or serve as the variable of interest. The dependent variable for this study was employee productivity while the independent variables are the variables that are used in explaining the dependent variable or predicting the dependent variable. The independent variables for this study are the

training and development, performance appraisal and rewards. These variables have been captured in the questionnaire.

3.11.3 Statistical tools

Statistical tools such as Descriptive statistics, model summary of regression, ANOVA of regression, coefficient of regression were used to achieve the research objectives. These statistical tools are explained below:

3.11.3.1 Descriptive statistics

Descriptive statistics provides the researcher with the 'summary' statistics such as mean, median and standard deviation which explain the responses of the junior and senior staff. On the descriptive statistics Table, the higher the value of the mean, the higher the disagreement with the statement: The scale is as follows: One = Strongly agree, Two = Agree, Three = Neutral, Four = Disagree, Five = Strongly disagree.

3.11.3.2 Model summary of regression

The model summary of regression indicates the R^2 (coefficient of determination) value. When the R^2 value falls between 0.5 and 0.9 it is considered good fit. The R^2 value indicates how much of the dependent variable can be explained by the independent variables (predictors). This model was used to achieve the fourth objective.

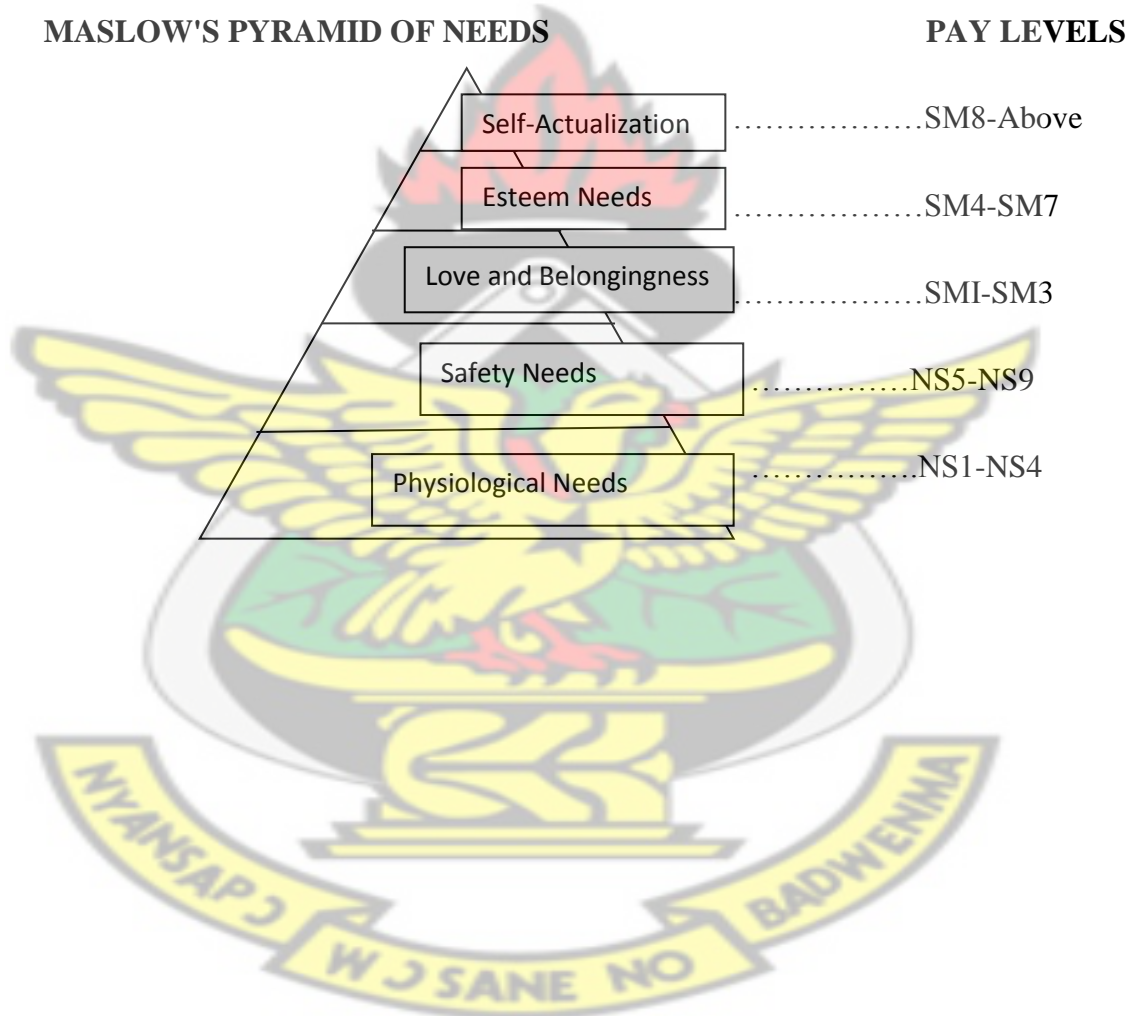
3.11.3.3 ANOVA of regression

The ANOVA of regression indicates how well the independent variables significantly predict the outcome variable. The Significant value or p-value on the regression row will indicate a value which might be greater than or less than a significant level of 0.05. This

will indicate that, the model applied is significantly or not significantly good enough in predicting the outcome variable. Thus there will be a 95% confidence that the independent variable predicts or do not predict the outcome variable

ASSUMPTION

Salary range is used as a proxy to measure the economic status of staff and this is demonstrated based on the Maslow's Hierarchy of needs pyramid presented below:



CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

The chapter presents the analyses of data in relation to the impact of performance management system on employees' productivity within the Ghanaian public sector. Using SPSS statistical tool and Microsoft Excel, the results of the data analysis are represented in Tables and graphs. One hundred and thirty three questionnaires (133) were administered to the respondents and retrieved after a week of administering. Items that were not answered on the questionnaires were treated as missing. The chapter begins with an analysis of reliability of the data.

4.1 Data reliability Test

The study used Cronbach's alpha to test the reliability of the data collected. The Cronbach's alpha is used when the researcher adopts multiple Likert questions in a survey or questionnaire that form a scale and wish to determine if the scale is reliable. The Cronbach's alpha is used to measure the internal consistency (reliability) of the collected data (Pallant, 2010). According to Table 4.1 below, the total Cronbach's alpha examined was 0.795 which was far above the threshold of 0.6 hence internal consistency of the collected data was achieved.

Table 4.1: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
.797	.795	38

Source: Field study 2018

Table 4.2: Psychometric properties of constructs (Factor analysis)

Construct	Items	loadings	AVE	CR	CA
Performance System Appraisal	Item 1	0.786	.794	.901	.801
	Item 2	0.850			
	Item 3	0.872			
	Item 4	0.822			
	Item 5	0.787			
	Item 6	0.768			
	Item 7	0.866			
	Item 8	0.689			
	Item 9	0.884			
Reward Systems on Employee Productivity	Item 1	0.884	.704	.857	.762
	Item 2	0.741			
	Item 3	0.851			
	Item 4	0.944			
	Item 5	0.672			
Performance counseling	Item 1	0.735	.764	.928	0.877
	Item 2	0.853			
	Item 3	0.951			
	Item 4	0.808			
	Item 5	0.734			

Source: Field study 2018

Note: CA = Cronbach's Alpha, CR = Composite Reliability; AVE = Average Variance

Extracted

4.3 Factor analysis

According to Table 4.2 below. Factor analysis was conducted validity was examined to identify the items that loaded significantly on their respective constructs were retained. Again, only the items with factor loadings in excess of 0.6 were extracted and retained. Secondly, the researcher endeavoured that all items that cross loaded with other items were excluded. At the end of the purification process, 9 items were retained for performance appraisal with 5 items retained for Reward Systems on Employee Productivity and performance counselling having 5 items retained. Furthermore, psychometric analysis was conducted to examine the Cronbach alpha, composite reliability, average variance extracted and maximum square variance. The analysis indicate that all the statistic had their values above 0.7 suggesting a good internal consistency of the constructs. It is also important that the AVE scores are above the acceptable threshold of 0.5. As shown on Table 4.3, the computed AVE scores were also all above .50 indicating the meeting of the acceptability level given by Hair et al. (2012).

4.3.1 Profile analysis of respondents

This section provides the demographic characteristics of respondents. The demographic discussed includes age, gender and number of years of respondents working relationship with Asokore Mampong Municipal Assembly. Demographic characteristic was very critical in assisting the researcher identify the characteristics of the respondents that make up the sample size. The results are represented in graphs below:

4.3.2 Economic Status of Employees

In reference to Figure 1 below and Maslow's Hierarchy of needs pyramid, forty percent (40%) were within the SM1-SM3 sector which according to Maslow represents love and belongingness, NS5-NS9 followed with 30% percent which according to Maslow represents safety needs also NS1-NS4 sector presented 20% representing psychological needs the least within the economic sector represents SM4-SM7 and SME8 and above representing esteem needs and self-actualisation with 5% each. This implies that majority of employees of the assembly are within the deficiency needs sector and thus their preferred reward are expected to be different from that of self-esteem and actualisation.

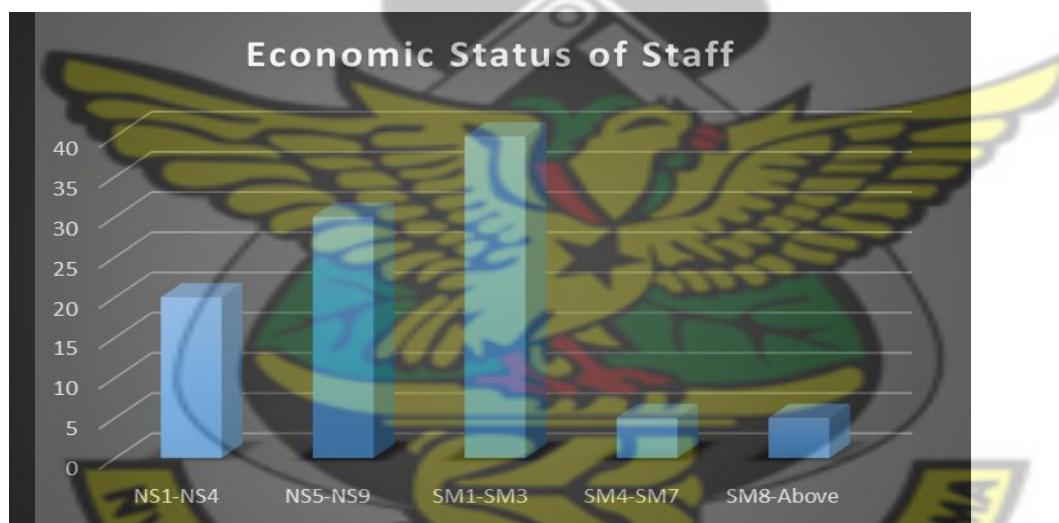


Figure 4.1: Economic status of employees

Source: Field study 2018

4.3.3 Age of respondents

From Figure 4.1 below, 25% of the respondents within the firm had their ages between 31 to 35 years whereas 23% had their ages between 36 to 40 years. The most dominant age range was between 31 to 35 years representing 25% of the respondents thus

indicating the workforce group of the firm. The analysis therefore indicated that the Assembly's target employees is on the youth. This group of employees obviously have a lot of needs and expectations in this prime time of their lives. The least group in the age distribution chart was below 25 years who recorded 10%.

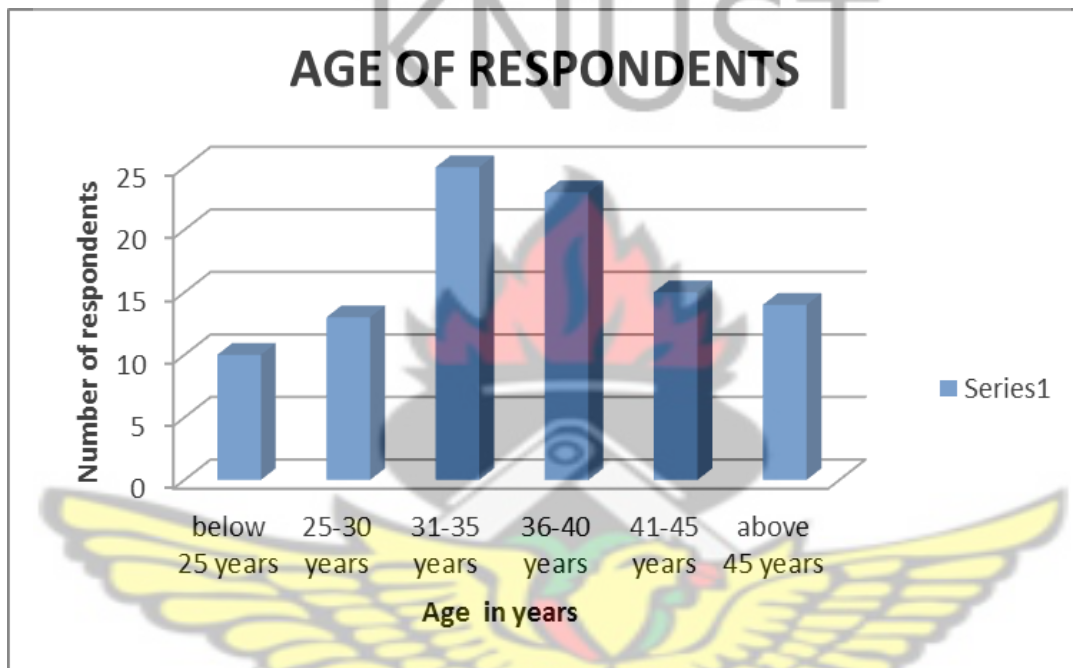


Figure 4.2: Age of respondents

Source: Field study 2018

4.4 Gender of respondents

4.4.1 Interpretation of Figure 4.2

Figure 4.4.1 above shows that 60.3% of the respondents are males with females covering about 39.7% of the respondents. However, the dominant nature of high males participant indicates the rigorous nature of field activities performed on the job. Thus the firm's employees was male dominated. Thus the perception of Ghanaians is that men in Ghana are more industrious and are willing to work under hash conditions within the

organization hence assigned for field work whereas females on the other hand are known to be more marketable in achieving customer satisfaction.

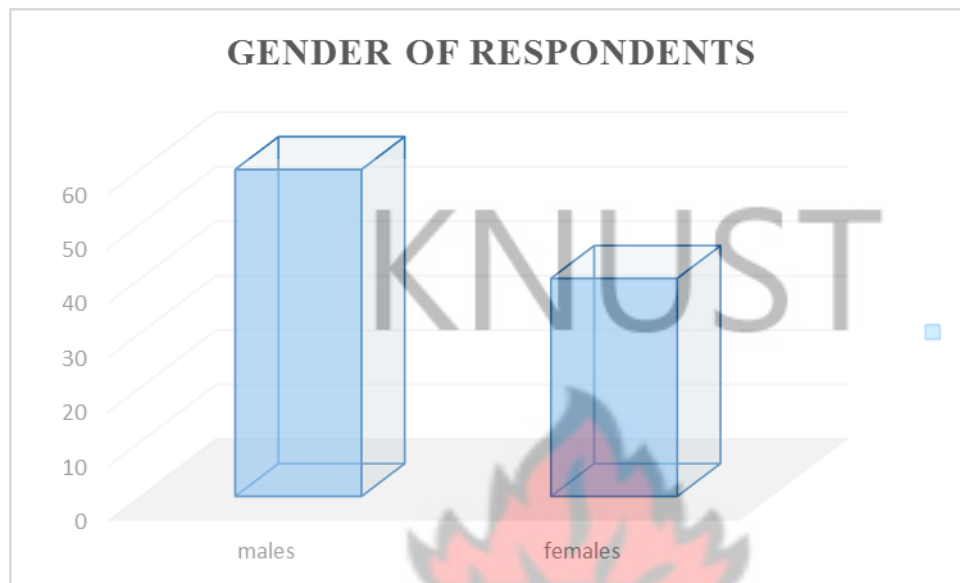


Figure 4.3: Gender of respondents

Source: Field study 2018

4.5 Educational qualification of respondents

The educational qualification of the respondents represented in Figure 4.4 below indicates that forty nine percent (49%) of the respondents are graduates holding various degree certificates, followed by Diploma holders who formed forty percent (40%) of the total respondents. The least scores were recorded for Senior High Certificate holders and Post Graduate Degree holders forming the seven (7%) and four(4%) percentile respectively. The dominant nature of Degree holders' and a substantially high number of Diploma holders reveals that the organisations prefers to recruit individuals who have at least gained Tertiary education. Furthermore the substantially high number of Diploma holders recruited also suggests that the Local Government Service have adopted a cost

cutting strategy, thus willing to pay relatively less to diploma holders in comparison to paying more for degree holders on an equal job specification.

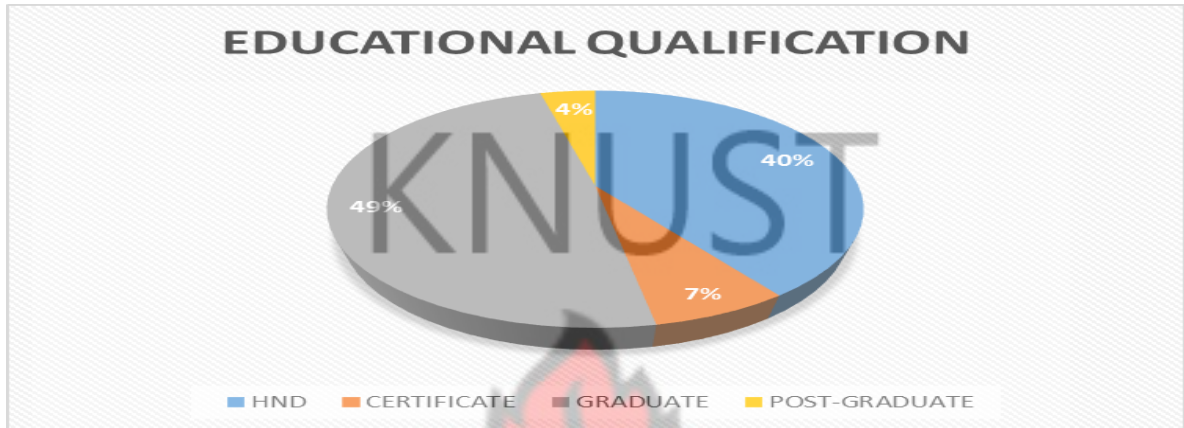
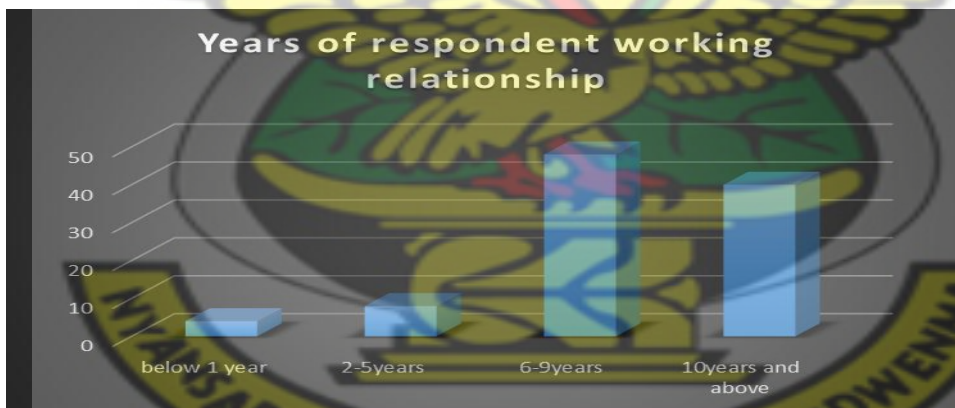


Figure 4.4: Educational qualification of respondents

Source: Field study 2018

Figure 4.5: Number of years of respondents working relationship with the Assembly



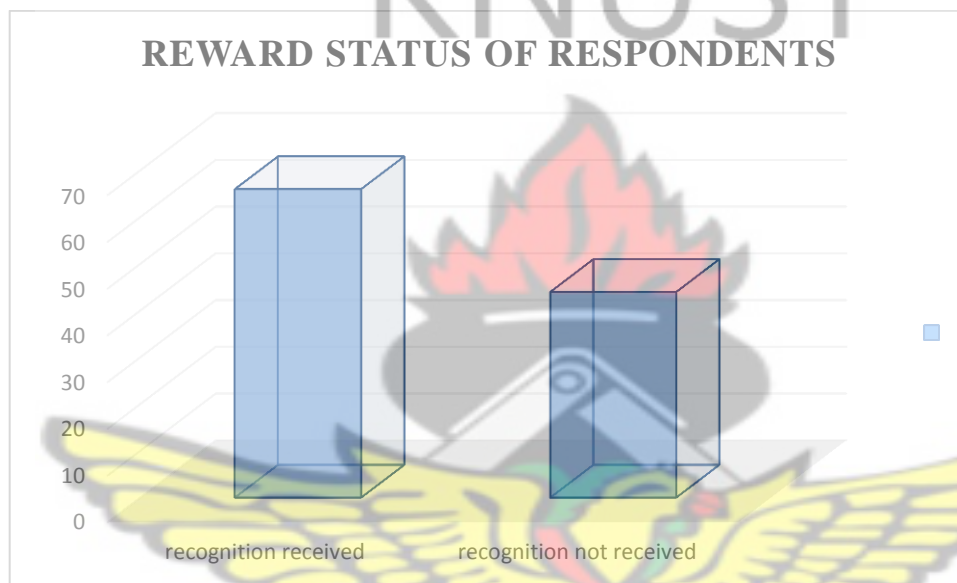
Source: Field study 2018

4.5.1 Interpretation of Figure 4.4

As indicative of Figure 4.4 above, the result indicates that, out of 100 respondents who had 6-9 years working relationship with the firm formed about 48% of the total while those above 10 years working relationship was about 40%. This indicates that the

Assembly has a high employee's retention rate. This may be attributed to its effective and quality reward packages design for its employees, good performance appraisal systems and proper management of employees. Thus, it can be established that the retention rate of employees was relatively high.

Figure 4.5: Reward status of respondents



Source: Field study 2018

4.6.1 Interpretation of Figure 4.2

Figure 4.1. above indicates that 66.3% of the respondents have received reward before while 44.2% have not received reward before. However, the dominant nature of high reward implies that the sampled respondents have knowledge about the pros and cons of receiving and not receiving reward. Thus providing a valid and reliability support for the data obtained from respondents. There is also an evidence that the Assembly has a reward policy for its employees however the form of reward techniques is what the study intends to establish

4.7 Influence of performance appraisals on employee productivity

The effect of employee performance appraisals on employee productivity analysis was very ideal in establishing the degree at which the appraisal of the performance of employee influences the productivity exhibited by the employee so as to enable management and board restructure their policies to aid in the enhancement of the Assembly's performance. In the quest to evaluate the impact of performance appraisals on employees productivity, multiple regression analysis was conducted using three independent variables or constructs of the performance appraisals and one dependent variable thus employee productivity that were quantified from the questionnaire response. The result is presented below:

Table 4.3: Model Summary of regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.989 ^a	.978	.977	6.42529

Source: Field study 2018

The value of R^2 (coefficient of determination or predictive power) is provided in the table 4.1 above. The R^2 value of 0.989 represents a good degree of prediction by the independent variable. When the value of R^2 ranges between .70 and .90 then it indicates that there is a strong prediction. The value of R^2 indicates the degree to which the variations in the dependent variable (employee productivity) is explained by the independent variables (predictors). In this case, 98.9% is explained which is strong. Thus, employee performance appraisals has as a strong effect on the employee

productivity preferred. Thus a wrong appraisal of employee performance will trigger their attitudes negatively.

Table 4.4: ANOVA of regression

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	43544.011	1	43544.011	1.055E3	.000 ^a
	Residual	990.825	24	41.284		
	Total	44534.836	25			

Source: Field study 2018

a. Predictors: (Constant): performance appraisals

b. Dependent Variable: employee productivity

Table 4.2 above specifies ANOVA of regression. The ANOVA specifies the extent to which the independent variables considerably estimate the dependent variable which is the employee productivity. The value of Sig. on the regression row showed 0.00. This falls below the significant level of 0.05 and signifies that, the model used is considerably significant in predicting the dependent variable (employee productivity).

Table 4.5: Coefficient of regression

Model		Unstandardised Coefficients		Standardised Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.897	.211		4.480	.000
	All employee productivity	.142	.022	.418	11.266	.000

Source: Field study 2018

4.8 Regression equation

The impact of employee performance appraisals on employee productivity was found by means of the identified coefficients of the employee productivity indicated in the coefficient table above. The predicted Level of employee productivity = $0.897 + 0.142x$ (performance appraisals). Thus, if the performance appraisals is improved by one-percent the employee productivity will increase by 0.142 thus approximately 14.2%. According to the regression model, employee performance appraisals has a positive impact on the employees productivity given that the regression coefficient was positive which was significant and has a coefficient of determination of 0.98.

4.9 Influence of reward systems on employee productivity

The effect of reward systems on employee productivity on analysis was very ideal in establishing the degree at which the reward systems adopted by the Assembly affect the performance of employee so as to enable management and board restructure the reward policies to aid in the enhancement of the Assembly's employee productivity. In the quest

to assess the effect of reward system on employees' productivity the regression analysis was conducted. The result is presented below:

Table 4.6 Regression Model Summary

Model	R	R square	Adjusted R square	Standard error of estimates
1	.915 ^a	.8370	.8180	.10087

Source: Field study 2018

a. Predictors: (Constants) reward systems

The value of R^2 (coefficient of determination or predictive power) is provided in the table 4.1 above. The R^2 value of 0.8370 represents a good degree of prediction by the independent variable. The value shows a high level of determination. When the value of R^2 ranges between .70 and .90 then it indicates that there is a strong prediction. The value of R^2 indicates the degree to which the variations in the dependent variable (employee productivity) is explained by the independent variables (predictors). In this case, 83.7% is explained which is a strong prediction. Thus, individual reward systems has strong effect on employee productivity.

Table 4.7 ANOVA of regression

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.399	15	0.36	35.363	.000 ^a
	Residual	1.008	99	0.01		
	Total	6.406	114			

Source: Field study 2018

- a. Predictor: (Constant). Reward systems
- b. Dependent Variable: employee productivity.

Table 4.2 above specifies ANOVA of regression. The ANOVA specifies the extent to which the independent variables considerably estimate the dependent variable which is the employee productivity. The value of Significance on the regression row showed 0.00. This falls below the significant level of 0.05 and signifies that, the model used is considerably significant in predicting the dependent variable (employee productivity).

Table 4.8 Coefficient of regression

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.937	.209		4.480	.000
	Employee productivity	.242	.021	.409	11.277	.010

Source: Field study 2018

4.10 Regression equation

The impact of individual reward systems on employee productivity was found by means of the identified coefficients of the reward systems indicated in the coefficient table above. The predicted Level of employee productivity = $0.937 + 0.242x$ (employee productivity). Thus, if the individual reward is improved by one-percent employee productivity will improved by 0.242 thus approximately 24.2%. According to the regression model, employee reward systems has impact positively on the employee productivity given that the regression coefficient was positive.

4.11 Impact of training and development strategies on employee productivity

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.988 ^a	.976	.975	.09225

Source: Field study 2018

a. Predictors: (Constant), training and development

Table 4.3 above provides the R^2 (coefficient of determination or predictive power) value. The R^2 value is 0.843 representing a good correlation. The value indicates a strong degree of determination. When the R^2 value falls between .70 and .90 it is considered a strong correlation. The R^2 value indicates how much of the dependent variable employee productivity can be explained by the independent variable training and development strategies. In this case, 84.3% can be explained, which is strong. Thus employee productivity does not occur by chance but rather based on the training and development strategies of the institution.

Table 4.4 below indicates ANOVA of regression. The ANOVA indicates how well the independent variables significantly predict the outcome variable which is employee productivity. The Sig. value on the regression row indicated 0.00 which is less than the p-value of 0.05 and indicates that, the model applied is significantly good enough in predicting the outcome variable (employee productivity).

Table 4.10: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	34.539	4	8.635	1014.572	.000 ^b
Residual	.851	100	.009		
Total	35.390	104			

Source: Field study 2018

- a. Dependent Variable: employee productivity
- b. Predictors: (Constant), Training and development

Table 4.11: Coefficients coefficient of regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.011	.034		-.315	.754
Training and development	.096	.030	.133	3.214	.002

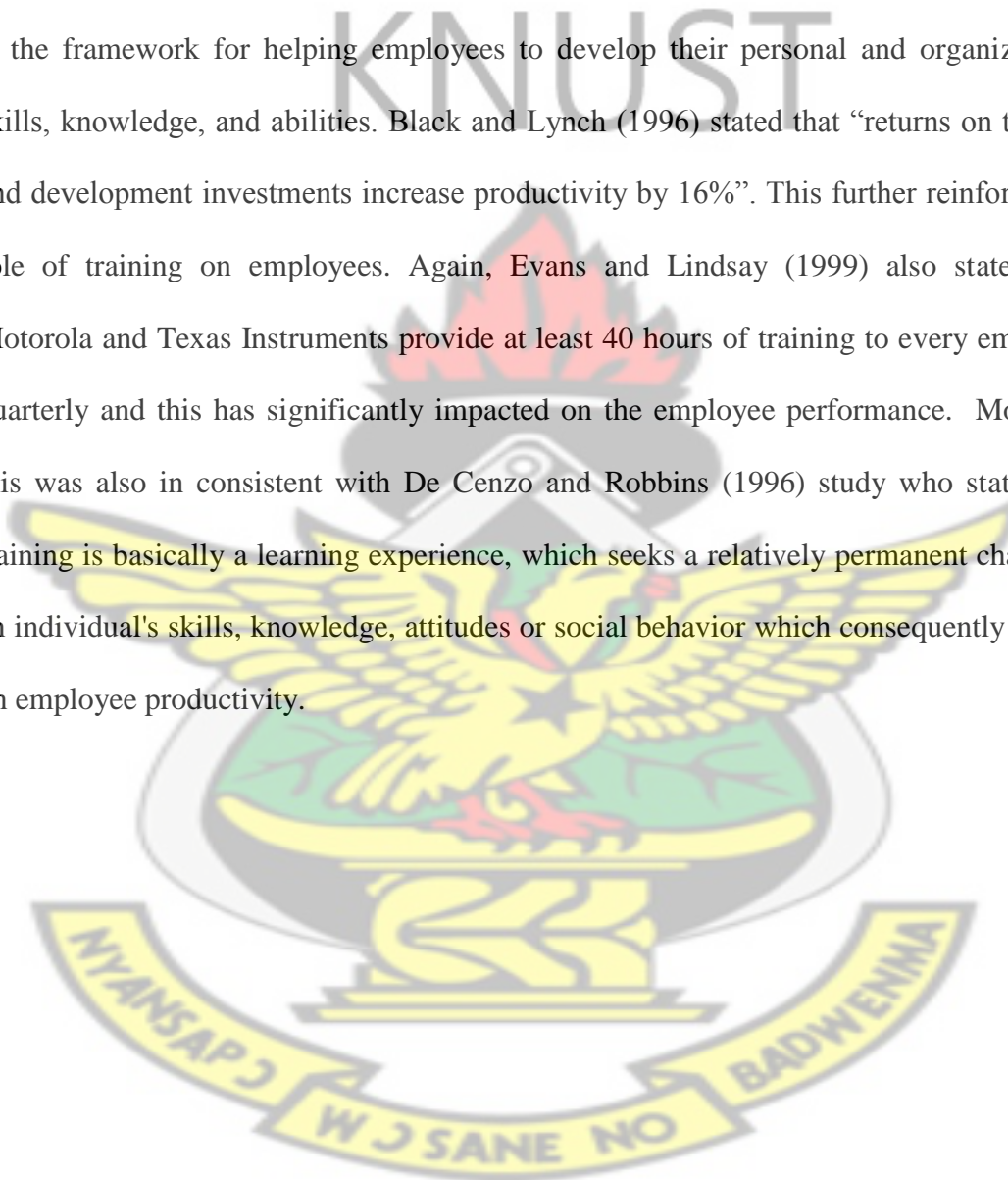
Source: Field study 2018

- a. Dependent Variable: employee productivity

4.11.1 Regression equation

From the coefficients Table above, the Level of employee productivity was established using the coefficients of training and development strategies highlighted in the coefficient Table. In estimating the level of employee productivity in relation to the training and development: predicted Level of employee productivity= $0.11 + 0.096x$

(training and development). Thus, if the training and development strategies are improved the Impact on employee productivity will be improved by 0.096. According to the regression model, training and development strategies had a positive impact on employee productivity given that the coefficients were all positive. The result is in consistence with Joy Emery (850) who indicated that Positive Training and Development is the framework for helping employees to develop their personal and organizational skills, knowledge, and abilities. Black and Lynch (1996) stated that “returns on training and development investments increase productivity by 16%”. This further reinforces the role of training on employees. Again, Evans and Lindsay (1999) also stated that, Motorola and Texas Instruments provide at least 40 hours of training to every employee quarterly and this has significantly impacted on the employee performance. Moreover this was also in consistent with De Cenzo and Robbins (1996) study who stated that training is basically a learning experience, which seeks a relatively permanent change in an individual's skills, knowledge, attitudes or social behavior which consequently impact on employee productivity.



CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter summarizes the results of the study and explain deductions that have stemmed from the analysis of the data. Conclusions, recommendations and proposals for additional research on the subject investigated are also presented based on the three objectives of the study. These objective include the investigation of the influence of performance appraisals on employee productivity in the Asokore Municipal Assembly, the determination of the influence of reward systems on employee productivity in the Asokore Municipal Assembly and the exploration of the extent to which training and development impact on employee productivity in the Asokore Municipal Assembly.

5.1 Summary of key findings

5.1.1 Influence of performance appraisals on employee productivity

In summary the regression model indicated that employee performance appraisals have a positive impact on the employees' productivity given that the regression coefficient was positive which was significant and has a coefficient of determination of 0.98. The effect of employee performance appraisals on employee productivity analysis was very ideal in establishing the degree at which the appraisal of the performance of employee influences the productivity exhibited by the employee so as to enable management and board restructure their policies to aid in the enhancement of the Assembly's performance. Thus, employee performance appraisals has as a strong effect on the employee productivity preferred. Thus a wrong appraisal of employee performance will trigger their attitudes negatively. Thus, if the performance appraisals is improved by one-percent

the employee productivity will increase by 0.142 thus approximately 14.2%. According to the regression model, employee performance appraisals has a positive impact on the employee productivity given that the regression coefficient was positive which was significant and has a coefficient of determination of 0.98.

5.1.2 Influence of reward systems on employee productivity

In summary the regression model indicated that employee reward systems have a positive impact on the employee productivity given that the regression coefficient was positive. Thus, the effect of reward systems on employee productivity on analysis was very ideal in establishing the degree at which the reward systems adopted by the Assembly affect the performance of employee so as to enable management and board restructure the reward policies to aid in the enhancement of the firm's employee productivity. Thus, individual reward systems has strong effect on employee productivity. Thus, if the individual reward is improved by one-percent employee productivity will improved by 0.242 thus approximately 24.2%. This was consistent with Dunford (1992), McFadden (2006), Luthan and Stajkovic (1999). Thus According to Dunford (1992), Recognition and rewards improve employee performance. . Further another scholar Dunford (1992) highlight that recognition and rewards increases employee performance to be more productive. McFadden (2006) while studying American Incentive systems found out that performance based recognitions when given to those who deserve reinforces superior performance and has significant impact on the company's near and long term success. Luthan and Stajkovic (1999) also found out that recognition when provided in a contingent basis is a powerful reinforcer to improve performance and the behavior will be repeated in the future. The findings of this study are consistent with the above empirical literature. Additionally, a study presented by

Andrew, (2004) indicates that employee's commitment depends on the rewards and recognition.

5.1.3 Impact of training and development on employee productivity

In summary the study revealed that, training and development strategies had a positive impact on employees' productivity given that the coefficients were all positive. . Thus, if the training and development strategies are improved the Impact on employee productivity will be improved by 0.096 The result is in consistence with Joy Emery (850) who indicated that Positive Training and Development is the framework for helping employees to develop their personal and organizational skills, knowledge, and abilities. Black and Lynch (1996) indicated that profit on investment for training and development upsurge productivity by 16%. Again, Evans and Lindsay (1999) also stated that companies like Texas and Motorola offer a minimum of 40 hours training quarterly to each staff and there has been a significant impact on the performance of employee. Moreover, this was also in consistent with De Cenzo and Robbins (1996) study which indicated that training is essentially experience in learning, which expect a reasonably change in an individual's knowledge, attitudes, skills or social behaviour which consequently impact on employee productivity.

5.2 Conclusion

In conclusion the study indicated that employee performance appraisals have impacted positively on the employee productivity given that the regression coefficient was positive which was significant and has a coefficient of determination of 0.98. Again, employee reward systems have positive impact on the employee productivity given that the regression coefficient was positive. Thus, individual reward systems has strong effect on

employee productivity. Thus, if the individual reward is improved by one-percent employee productivity will improve. Furthermore, the study concluded that, training and development had a positive impact on employee productivity given that the coefficients were all positive. . Thus, if the training and development strategies are improved the Impact on employee productivity will be improved. The result is in consistence with Joy Emery (850), Black and Lynch (1996), Evans and Lindsay (1999) and De Cenzo and Robbins (1996).

5.3 Recommendations

Training and development must go beyond bringing or pulling all human resources together, training and development should be recognize as a tool for creating and signing how and when work practices must be adjusted. In the same vein, staffs of the Local Government Service should consider the role of organizational change agents. To ensure that this role is effective, the Human Resource manager need to create a framework for making HR decisions based on the Assembly's' vision and strategic plan.

In order to position the Assembly to attain success, management should equip and empower departments within the Assembly to part take in training and development. Three important directions have been identified to assist management in managing the employees' changes. They include: building the potential, strengthening the competitiveness and renewing the workplace. The reason for this is to ensure that the Assembly employees and planned objectives are linked to guarantee the delivery of quality program and services to the public, and that the training would assist in positioning the Assembly for the future.

Again the regression analysis revealed that, the reward systems adopted by the Assembly have a positive impact on employee productivity, it is therefore recommended that management should extend individual reward to a team based approach so as to produce more results and a greater congruent effect on productivity.

Each of the departments within the Assembly should collaborate to develop their own plan for training and development, this should indicate its key strategies for the next 3 to 5 years and also suggest ways to resolve them. The departments have to show their future plan for development and training and should document them and used in helping to alleviate any negative influences as a result of demographics, Assembly's competency requirement and priorities. Likewise, there should be a document in ensuring that the various departments within the assembly have the required capacities to accomplish their job and that there is efficient matching of skills and competencies to departmental tasks, requirements and outcomes.

5.3.1 Recommendation for further research

The study focused on employee work recognition and its impact on employee performance using primary data extracted from questionnaire. However, other researchers interested in this area of study can focus on the influence of the economic status of employee on the recognition preferred using secondary data or interviews