

**PERFORMANCE APPRAISAL AS A TOOL FOR ORGANIZATIONAL
PRODUCTIVITY AND GROWTH AT GHANA PORTS AND HARBOURS
AUTHORITY (GPHA) – PORT OF TEMA.**

BY

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ABSTRACT

Performance appraisal is a process of assessing or evaluating the performance of employees on their job in order to identify their strengths and weaknesses so as to improve upon their performance. The Ports and Harbour industry all over the world aim at efficiency. As a result, performance appraisal plays an important role in determining the performance of staffs at Ports and Harbours thereby contributing to the efficiency of Ports and Harbour. The study was intended to assess how management uses performance appraisal as a tool in Tema Port and its contribution to its productivity and growth. The objective of the study were; first, to find out the design and implementation of performance appraisal at Tema Port. Second, to find out the importance of performance appraisal at Tema Port. Third, to identify problems or challenges encountered when conducting performance appraisal and fourth, to find out whether performance appraisal contributes to the productivity and growth of Tema Port. Both primary and secondary sources of data were used to gather information for the study. Questionnaires were administered to employees at Tema Port and interviews were also conducted to seek information for the study. Result from the study revealed that only the human resource department was responsible for the design and implementation of performance appraisal. Again, it was revealed that the time feedback were given to appraises were not consistent. Furthermore, the performance appraisal was characterized by biases and impartiality during the appraisal process leading unacceptable ratings scores. It was recommended that the Human Resource Department as Tema Port should involve other stakeholders such as appraisers and appraises during the design of appraisal and its implementation. This will make both appraisers and appraises have vested interest in the appraisal programme therefore attach all the seriousness it deserves. This will also go along way to reduce the incidence of biases and impartiality since appraises are well educated on the programme. Feedback should also be given to all appraises at a specified period and in a conducive atmosphere. All supervisors should have a formal training on how to appraise. Finally, the Human Resource Department of

Ghana Ports and Harbours Authority should endeavour to have a yearly appraisal report to serve as an official document for performance appraisal.

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DEDICATION

This thesis is dedicated to my beloved wife, Brigitte Akpene Seshie, my children Francisca, Karl and Karen, my family and friends for their love and support.

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CHAPTER ONE

INTRODUCTION

1.0 Background of the study

The importance of performance appraisal in contemporary business organizations cannot be overemphasized. Some view it as potentially "the most crucial aspect of organizational life" (Lawrie, 1990). Performance appraisal has increasingly become an integral part of the human resource function of any profit - making organization.

Performance appraisal when practised effectively, to a larger extent can contribute to growth of an organization. According to Macmillan English Dictionary for Advanced Learners (2002), "growth is an increase in the success of a business or a country's economy or in the amount of money invested in them". Any profit-making organization will seek to achieve growth in terms of sales, profit or expansion through performance.

Growth has been ingrained in Americans as "the path of success". Organizational growth cannot be a reality if the performance of its workers is not appraised for an improvement or reinforcement of performance. According to Donegan (2002), "success will to a larger extent depend on the organization's ability to evaluate progress and also hold accountable those charged with executing certain tasks". This is exactly what performance appraisal seeks to do. It aims at evaluating the performance of the worker against standard set thereby taking corrective actions if necessary.

In many organizations performance appraisal is used for the purpose of administering wages and salaries after feedback had been given to the worker. The appraisal also helps management to identify individual employee's strength and weakness. The latter will lead to training and other measures to correct inefficiencies.

Performance appraisal may be viewed as an overall measure of organizational effectiveness. Organizational objectives are met through the efforts of individual employees. Teaching employees how to do their jobs and evaluating their performances are strategic human resource function and for that matter should not be relegated to the background.

"Maximizing performance is a priority for most organization today", Mathis et al (2004). It is then obvious that performance appraisal as a management tool is cardinal to contributing to organizational success. If employee performance is improved, the organization raises its performance in terms of meeting its objectives. On the other hand, if employee performance is not improved it adversely affects performance hence organizational productivity.

Performance appraisal cannot exist independently. It needs to be closely linked to set standards by managers and supervisors. This will in the end have direct effect on the main goal of the organization. There is the need therefore to have a well-defined appraisal system in organizations to enable management know how well individual workers are performing on their job and if there is the need to improve performance or reward performance.

Globally, performance appraisal is used and this has led most organizations to spend quality time in conducting performance appraisal. According to Torrington and Mackey 350 organizations have a formal appraisal system for senior management, compared with 251 organizations for middle management, 189 for clerical staff, and 92 for manual, unskilled and semi skilled workers. Over a quarter of the respondent organizations carried out no appraisal at all. It is interesting to note that 140 organizations said that they had increased the time that they spent on appraisal over the previous three years, compared with 112 organizations that spent the same amount of time, and only 29 organizations where the time spent had decreased. In my understanding, it points out to the fact that many organizations in the world today had realized the tremendous need for performance appraisal systems. If it is done well could yield the desired results for the organization.

The Provisional National Defense Council (PNDC) Law 160 established the Ghana Ports and Harbours Authority (GPHA) - Tema Port on July, 1st 1986. Since its establishment performance appraisal is being used as a management tool to assess and improve performance of its employees thereby increasing the overall output of the Port in terms of productivity.

It is a well known fact that the growth and success of an organization to a very large extent depends on the performance of its employees which could be measured by performance appraisal. It could therefore be said that performance appraisal is a key element in today's competitive era of business in which Tema Port is not left out.

Performances of Port workers at Tema at the various levels are very important and contribute to achieving the goals of the Authority. The Port therefore expects every worker to contribute towards the achievement of its goals. This is evident by management showing much commitment in the use of performance appraisal by putting in place mechanisms for instance logistical support and time to ensure the success of the scheme. Additionally, the Port of Tema has a training department which apart from other training purposes organizes training programmes for employees who are under-performing to correct deficiencies after being appraised. This goes a long way to improve the skills, knowledge and competences of employees to perform their task effectively and efficiently. The human resource department and the training department collaborate to conduct appraisals of the Port which is carried out annually. Before the process commences, appraisals forms are distributed to the various departmental heads for assessment or evaluation of subordinates. The completed forms are submitted back to the human resource department for final review and decision making.

Just as any other industry, it is important to note that the Ports and Harbour industry worldwide aim at efficiency and as a result of the role performance appraisal plays in organizations, the researcher attempted to find out how management uses performance appraisal as a management tool to assess and improve the performance of its workers thereby contributing to the productivity,

growth and success of Tema Port.

1.1 Statement of the problem.

Performance has played significant roles in organizational productivity. However, it is pathetic to note that most organizations have not been practising a sustainable performance appraisal system to enhance efficiency.

Some organizations though invest so much in other factors of production such as machinery, information technology, funds etc but unfortunately place little value on manpower. In this regard, little attention is directed to improving the human capital which is the anchor of every organizational success story. Improving manpower requires that performance appraisal becomes an essential tool to assess the individual employee and should be based on consistent feedback such that an appropriate reward system could be ascribed or measures for correction could be put in place.

Lack of performance appraisal system in most organizations unfortunately makes assessment of individual employee extremely difficult and in that vain most organizational targets are not periodically achieved hence lack of direction and low productivity.

In this regard therefore, it is imperative that a consensus effort is made by every organization to have a performance appraisal policy in order to evaluate the performance of individual employees in conformity with the overall objective of the organization.

1.2 Objectives of the study

The objectives of the study are classified into General and Specific.

1.2.1 General objective

The main objective underlying this study is to assess the performance appraisal situation at Tema Port.

1.2.2 Specific objectives

- a) To find out how the design and implementation of performance appraisal is done at Tema Port.
- b) To evaluate the importance of performance appraisal system at Tema Port.
- c) To identify the problems encountered when conducting performance appraisal at Tema Port.
- d) To find out whether performance appraisal contributes to productivity and growth at Tema Port.
- e) To provide some recommendations towards improving performance appraisal system at Tema Port.

1.3 Research Questions

- i. What performance appraisal system is in place at Tema Port?
- ii. What is the role and importance of performance appraisal to the growth at Tema Port?
- iii. Is performance appraisal contributing to the productivity and growth at Tema Port?
- iv. What problems are encountered during performance appraisals at Tema Port?

1.4 Rationale for the study.

Managers must be able to determine whether or not their workers are doing an efficient and effective job, with a minimum of errors and disruption. They do so by using performance appraisal (Nickels, et al 2002). According to Mullins (2002), "The underlying objective of performance appraisal is to improve performance of individuals leading to improvement in the performance of the organization as a whole". An effective appraisal scheme therefore offers a number of potential

benefits to both the individual and the organization. It is important therefore that, for the desired benefits of performance appraisal to be achieved, the challenges that it poses during the process need to be identified and addressed.

The role of GPHA- Tema Port in the economic growth and development of the nation cannot be a mere exaggeration. Just as a seaport is the lifeline of any country, so is the Port of Tema which provides about 90% of Ghana's export and import services. It is in this regard that the researcher attempted to undertake a study to assess how management of Tema Port evaluate the performance of its workers thereby contributing to its productivity and growth and also essentially, providing revenue to the state. The study also offered some suggestions and recommendations to the Authority. This will help management to take good decisions and identify strategies that will help improve worker performance to enhance growth.

1.5 Scope of the study

The study is concentrated on an assessment of performance appraisal. This was limited to only Tema Port and it covers all the departments. Tema Port has 14 departments namely Personnel Administration, Marine Operation that is fire and safety, Port Operations that is monitoring and control, Marine Engineering, Materials department, Management Information System (MIS), Security, Finance, Audit and Mechanical Engineering.

1.6 Limitations of the study

Every research studies certainly have some limitations. The major limitation to this research work was finance. This limitation informed the researcher to concentrate the work at only Tema Port. Also, time factor was another limitation that is combining lectures with the research work. Finally, the researcher had to visit the Port of Tema several times before retrieving the questionnaires administered.

1.7 Definition of terms

Performance appraisal: Refers to the process by which employees are evaluated on the task assigned them after a given time in order to find out their strengths and weaknesses.

Under-performing employees: Refer to those employees who perform below average or those employees who normally do not meet targets set for them.

Growth: This refers to the general improvement of performance of the organization.

Appraisers: They are managers, superiors, or supervisors who have employees working directly under them.

Appraisees: They are employees or subordinates who are appraised.

1.8 Organization of the study

The study is organized into five chapters. Chapter one is the Introduction of the study. This is made up of the background of the study, statement of the problem, objectives of the study, rationale for the study, scope of the research, limitations of the study, research questions, and definition of terms and organization of the study.

Chapter two dwells mainly on the literature review, while chapter three consists of the research methodology and the organizational profile. Chapter four involves the analysis and discussion of results. Finally, chapter five concerns summary of findings, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Literature available indicates that a lot of researches have been conducted on performance appraisal. However, for this study, this literature review is focused on performance management, performance appraisal in general, the history of performance appraisal, consequences of appraisal, design of appraisal system, effective appraisal system, training of appraisers, appraisal feedback and motivation.

2.1 Performance management

Maximizing performance is a priority for most organizations today, (Mathis et al, 2004). Every employer desires that his employee does his or her job well and this can be achieved through managing performance.

According to Aguinis (2007), performance management is a continuous process of setting goals and objectives, identifying, measuring and developing the performance of individuals and teams and aligning performance with strategic goals of the organization. From the above definition, it is important to emphasize that, performance management is not static but an ongoing process in order not to deviate from organization's goals and objectives. It also means that performance needs to be reviewed at every stage of the performance process so that corrections can be made instantly.

Performance management is also concerned with improving not only the performance of the individual, but also the performance of the team and the organization so that the aim of the organization will be achieved. In a statement by Armstrong and Baron (1998) as cited in Foot and Hook (2005), performance management is a device or tool to ensure that managers do manage human resources effectively. The writers continued to explain that managers should ensure that the employees or teams they manage know and understand what is expected of them, have skills

necessary to deliver on these expectations, given feedback and have the opportunity to discuss and contribute to individual and team aims and objectives. Since performance appraisal system is a subset or an integral part of performance management, performance appraisal will be dealt with in more detail.

2.2 Performance appraisal

It is always important for managers and supervisors to get the best performance from their workforce in terms of levels of production and quality of output (Foot and Hook, 2005). In order to achieve this, certain systems or programmes such as performance appraisal need to be put in place. The success or failure of performance appraisal programmes depends on the philosophy underlying it, its connection with business goal, and the attributes and skills of those responsible for its administration. According to Dessler (2005), performance appraisal means evaluating employees' current and or past performance relative to his or her performance standards. That is employees will be assessed after a given period of time what they have been able to achieve by a target set. This will also help supervisors to know how well their subordinates are performing on their jobs.

Hodgetts and Kroeck (1992), hold the view that performance appraisal is the systematic observation, evaluation and description of work-related behavior. By this, an employee is observed from time to time by critically considering what knowledge, ability and skills he uses to accomplish the task.

According to Foot and Hook (2005), performance appraisal regularly records an assessment of an employee's performance, potential and developmental needs. This also means that appraisal is an opportunity to take an overall view of work contents, loads and volumes, to look back on what has been achieved during the reporting period and agreed objectives for the next. This definition clearly shows that in appraising employee performance the employee does get feedback about his or her past performance but indicates that in performance appraisal there is the opportunity to assess

various aspects of an employee's work performance by looking back at how they have performed in the past and then by looking forward to agree on future objectives or workload.

Fletcher and Williams (1985), have gone further than the definition above of appraisal, and have said that the assessment of people is not the only thing that we do when we appraise a person's work performance. They feel that there are two conflicting roles involved in appraisal - those of judge and helper. The writers hold the view that when we want to appraise employees, it should be done in an objective manner rather than subjective and also, we should try to help employees to improve aspects of their performance that seem deficient by way of providing developmental opportunities in order to help them improve their performance and also assess their own development needs.

Writers such as Drucker (1954) have continued to be enthusiastic about appraisal. He indicated that to appraise a subordinate and his performance is part of the manager's job and unless he does the appraising himself he cannot adequately discharge his responsibility for assisting and teaching his subordinates. Drucker's view as a whole is that managers are responsible for achieving results. These results are obtained from the management of human, material and financial resources, all of which should be monitored. Monitoring means setting standards, measuring performance and taking appropriate action to improve performance by means of training and help.

Other writers such as McGregor (1960) are critical of formal appraisal. He argued that, appraisal programmes are designed not only to provide more systematic control of the behavior of subordinates, but also control the behavior of superiors. He thus sees them as promoting the cause of theory 'X' that is a management styles that assumes that people are unreliable, unable to take responsibility and therefore require close supervision and control. Drawing from Drucker and McGregor's assumption, it is important for organizations to set realistic and achievable goals or targets for both subordinates and their immediate managers or supervisors. This should be done by

having an effective monitoring system put in place as this will ensure that desired results are achieved.

It is also important to note that whenever the argument of performance appraisal is more about practicality than managerial philosophy, the main issue is not whether performance appraisal, in itself, is justified but whether it is fair and accurate. McBeath et al (1976), in discussing salary administration, commented that equitable salary surveys of competitive levels, employee appraisal and effective salary planning. For them, appraisal is part and parcel of an important personnel activity salary planning and administration. They are keen to accept, however, that, it is clearly essential to make some attempt at measurement of performance if the appraisal is to be taken seriously as a factor which will influence salaries.

Performance appraisal by nature requires that there is the need for goal setting and expectation of results. Goal setting theory claims that people work better when they have clear realizable and significant goals and argues that people will put more E's (energy, effort, enthusiasm, excitement and so on) onto their work if they believe their effort will result in tangible achievements that will help them fulfill personal needs, Marbey and Salaman (1995).

Performance appraisal systems can provide organizations with valuable information to assist in the development of organizational strategies and planning. The information gained from this process can assist:

- i. Management development – assists in identifying and developing future management potential.
- ii. Performance improvement – assists organizations in increasing performance and overall productivity. It works towards identifying strengths and managing weaknesses.
- iii. Feedback – it provides clarity to employees about an organization's expectations regarding performance levels.

- iv. Human resource planning – provides an opportunity to audit and evaluate current human resources and identify areas for future development.

In many appraisal schemes, staffs receive an annual appraisal and for many organizations this may be sufficient. However, the frequency of appraisal should be related to the nature of the organization, the purpose and objectives of the scheme and characteristics of the staffs employed (Mullins, 2002). Drawing from Mullins view, it is important for organizations to determine the frequency of its appraisal programme.

2.3 History of performance appraisal

Even though the practice of performance appraisal has increased over the years, the practice of evaluating employees existed for centuries. Systematic employee appraisal performance became a key feature in personnel just after the end of World War I. During the war, Walter Dill Scott succeeded in influencing the United States Army to adopt 'man-to-man' rating system for evaluating military officers, although formal performance appraisal probably started in the United States in 1813 (Bellows and Estep, 1954) when Army General Levis Cass submitted to the War Department an evaluation of each of his men using such terms as 'a good-natured man' or 'Knave despised by all' (Murphy and Cleveland, 1995). Most of the merit rating plans from 1920 to the mid 1940s were of the rating scale type with factors, degrees and points. Indeed the analogy between a point plan of evaluation and a rating scale plan of merit is very close.

From the early 1950's greater emphasis was paid to the performance of technical, professional and a managerial personnel, the terminology has also been changing over the years. So of the other terms currently being used includes personnel appraisal, progress report service rating and performance evaluation, and personnel review and fitness report.

2.4 Consequences of performance appraisal

In a research by Haberstroh (1995), he drew two conclusions indicating that "first, performance reporting is omnipresent and necessary so, second, almost every individual instance of performance reporting has something wrong with it". Performance appraisal therefore remains omnipresent and problematic even today. Mohrman, et al (1989) has identified the following as some positive and negative consequences of performance appraisal.

2.4.1 Some positive results of performance appraisal

- a) The person whose performance is appraised may develop an increased motivation to perform effectively.
- b) The self and staff esteem may be increased
- c) The job of the person being appraised may be clarified and better defined
- d) Valuable communication can take place among the individuals taking part which also include communication between the supervisor and subordinate.
- e) Encourage increased self-understanding among staff as well as insight into the kind of development activities.
- f) Rewards such as pay and promotion can be distributed on a fair and credible basis.
- g) Organizational goals can be made clearer, and they can be more readily accepted.
- h) Valuable appraisal information can allow the organization to do better manpower planning, test validation, and development of training programmes.
- i) Better and timely service provision, there is greater citizen satisfaction.

2.4.2 Some negative results of performance appraisal

- a) The self-esteem of the person being appraised and the person doing the appraisal may be damaged
- b) Large amount of time may be wasted

- c) The relationship among the individuals involved may be permanently worsened thereby creating organizational conflicts
- d) Performance motivation may be lowered for many reasons, which includes the feeling that performance measurement means no rewards for performance
- e) Money may be wasted on forms, training and a lot of support services.

2.5 The design of appraisal system

Many organizations are taking a fresh look their performance management systems as a means of improving organizational and individual performance leading to growth of organizations. Designing a performance appraisal system is a challenging process.

Mohrman et al (1989) offer organizations a framework for developing credible systems of appraisal. Mohmlan suggested some steps to follow when, designing appraisal system.

Step 1: According to Mohrman et al in the design process, it is important to select the right people to design for the system. This should involve managers, employees and human resource professionals.

Step 2: This step considers a process to guide the design to be chosen. It is important to consider whether to use a consultant, a task force, and or a centrally controlled body.

Step 3: Mohrman et al pointed out that before designing the appraisal system, there is the need to undertake an organizational assessment and determine the appraisal system's intended purpose.

Step 4: The primary objective of the organizational assessment is to pinpoint the impetus for change, and the definition of purpose is to provide guideposts for the people responsible for the designing.

Step 5: Step five introduces the design of the appraisal system. In doing this, the organization should examine its culture and design a system that is in accordance with it or capable of changing it.

Step 6: At this stage the design is implemented by first using it as an experiment.

Step 7: This is the last step and it is important for organizations to follow an evaluation plan with an understanding of how the use of the information it provides will improve the system.

"A single performance appraisal system that tries to meet all purposes ends up failing to meet any" Mohrman et al. They therefore suggest that a "single performance appraisal system should focus on a single purpose in order to meet its objectives.

Brown (1989), also holds a similar view with Mohrman et al on the design of performance appraisal.

He indicated that when designing an appraisal system the following questions need to be asked:

- a. Are staff members involved in determining the appraisal criteria and standards?
- b. Are the organizational goals of the subunits integrated into the appraisal plan?
- c. Are staff members involved in planning and implementation of the appraisal process?
- d. Is the appraisal process congruent with organizational climate and management style of the administrators?
- e. Have adequate job descriptions based on job analysis been written?
- f. Have weights or priorities been assigned to job expectations?
- g. Is available expertise being employed for consultation?
- h. Is the purpose of the performance appraisal system clearly articulated and congruent with staff and management needs and expectations?
- i. Has a process been worked out to monitor and evaluate the system?

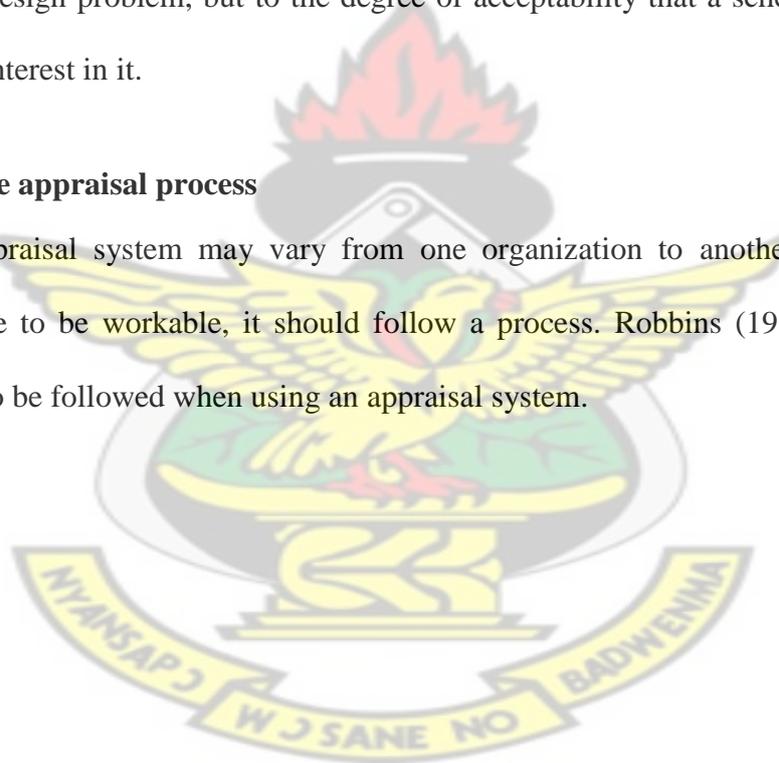
From the aforementioned when organizations answer these questions properly they are likely to succeed in having an effective appraisal system.

According to Leopold et al (2005) critics have continued to point out that the political and contextual factors that surround the rating process, probably account for the failure to design valid rating scales.

The success of appraisal scheme will, in part, reflect the contingent fit as negotiated by managers and staff between, to use Mohrman et al's terms, appraisal scheme and correct, or necessary, solution to the design problem, but to the degree of acceptability that a scheme has among all the parties with an interest in it.

2.6 Performance appraisal process

Performance appraisal system may vary from one organization to another. For a performance appraisal scheme to be workable, it should follow a process. Robbins (1982), has identified six steps that need to be followed when using an appraisal system.



This has been put in a diagram below.

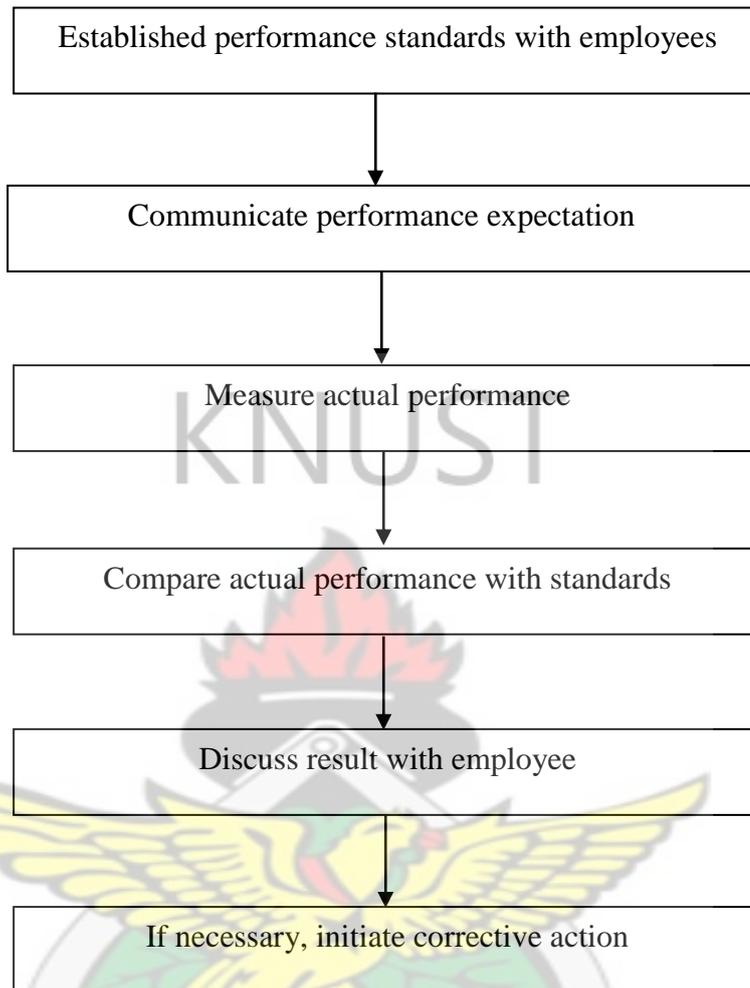


Fig 2.1 Performance Appraisal Process

Source: De Cenzo, A.A and Robbins, S.P. (1996)

The steps involved in the performance appraisal process in fig 2.1 can be explained as follows:

2.6.1 Established performance standard

The first step in the process is the setting up of the standards to be used as the base to compare the actual performance of the employees. Performance standards provide the employee with specific performance expectations for each major duty. They are observable behaviours and actions which explain how the job is to be done plus the results that are expected for satisfactory job performance.

This should be in accordance with the organization strategic goals.

According to Cascio (1992), performance standards should contain certain two basic kinds of information for the benefit of both employee and of supervisor: what is to be done and how well it is to be done.

2.6.2 Communicate performance expectation

In the second step the writer explained that communicating performance standard to the employee is very essential. The employee should be informed and the standard should be clearly explained to the employee. This helps the employee to understand his role and to know what exactly is expected of him. Blank and Slipp (1994), also share similar view that when conducting performance appraisal, supervisors should clearly convey work expectations and make sure that employees understand these expectations. This can be accomplished by incorporating equal performance standards for all employees.

2.6.3 Measure actual performance

The third step in the process is measuring the actual performance of employee. Measuring actual performance is to find the worth of employee performance of a task after a given period. To determine what actual performance is, it is necessary to acquire information about it. Four common sources of information are available to managers or supervisors with which they use to measure actual performance: personal observation, statistical reports, oral reports and written reports, De Cenzo et al (1996). Measurement of actual performance should be done through the criterion set down- any attempt to measure actual performance and different criteria is use will not yield the desired result.

2.6.4 Compare actual performance with standards

After measuring actual performance it is then compared with the performance standard set in step four. At this stage, Robbins indicated that the deviations between standard performance and actual

performance are noted. This will include recalling, evaluating analysis of data recorded of the actual performance.

2.6.5 Discuss result with employee

Having identified deviation between actual performance and standards set, the fifth process is to discuss results with employees. The result of the appraisal is communicated and discussed with the employee on one-to-one basis. The result, the problem and possible solutions are discussed with the aim of problem solving and reaching consensus. Feedback should be given with a positive attitude as this can have an effect on the employee future performance. The purpose of the meeting should be to solve problems faced and motivate the employees to perform better.

2.6.6 Initiate corrective action if necessary

The final step in the process is decision making. Decisions are taken either to improve the performance of the employee, take the required corrective actions, or the related human resource decision like rewards, promotions, demotions, transfers etc.

According to the writer, by going through the above stages when embarking on performance appraisal, studies have indicated that employees have been able to achieve targets set.

2.7 Methods of performance appraisal

The previous section described the appraisal process in general terms. This section however talks about specific ways in which management uses various widespread methods in performance appraisal programme in order to achieve goals of the organization. The review considered the approaches by Bohlander and Snell (2004) and then De Cenzo and Robbins (1996). Bohlander and Snell, say performance appraisal methods can be broadly classified as (i) measuring (graphic rating scale, mixed-standard scale, forced-choice method, essay method) (ii) behaviour (critical incident

method, behavioural checklist, behaviourally anchored rating scale-BARS) and results. On the other hand, De Cenzo and Robbins have grouped appraisal methods under the following headings; (a) absolute standard (essay method, the critical incident method, adjectives rating scale, forced-choice method, behaviourally anchored rating scale-BARS), (b) relative standards (group order ranking, individual ranking, and paired comparison) and (c) objectives. The various methods are described below.

2.7.1 Graphic rating scale

In graphic rating scale method each trait or characteristic to be rated is represented by a scale on which a rater indicates the degree to which an employee possesses that trait or characteristic. In graphic rating scale method subjectivity bias is reduced somewhat the dimension on the scale and scale points are defined as precisely as possible.

2.7.2 Critical incident method

The critical incident method is one of the methods organizations use to appraise its employees. According to Bohlander and Snell critical incident occurs when employee behaviour results in unusual success or unusual failure on some part of the job. Hodgetts and Kroeck (1992) and De Cenzo and Robbins (1996), explained that critical incident technique involves documentation of instances of employee performance in which particularly effective or ineffective behaviour is observed. Considering the explanation given by both writers they all emphasize on the fact that good or bad aspect of behaviour is observed which are documented.

Bohlander and Snell indicated that one advantage of the critical incident method is that it covers the entire appraisal period therefore guard against recency error. Critical incident technique has value in performance appraisal since documentation of specific employee behavior is an integral part of performance appraisal, Hodgetts and Kroeck. De Cenzo and Robbins however indicated that some drawbacks are basically that, (i) appraisers are required to regularly write these incidents down, and

doing this on a daily or weekly basis for all subordinates is time-consuming and burdensome for managers and (ii) critical incidents suffer from the same comparison problem found in essays mainly, they do not lend themselves to quantification. Therefore the comparison and ranking of subordinates is difficult.

2.7.3 Essay-method

In essay method, Bohlander and Snell indicated that unlike rating scale, which provides a structure form of appraisal, the essay method requires the appraiser to compose a statement that best describes the employee being appraised. In this method, the appraiser describes the employee's strengths and weaknesses and makes recommendations for his or her development, (De Cenzo and Robbins, 1996). The method also provides an excellent opportunity to print out the unique characteristics of the employee being appraised.

This method however, has some limitations such as time consuming task, also the quality of the performance appraisal may be influenced by that supervisor's writing skills and composition style. Dessler (2003), on the other pointed out that essay method aids the employee in understanding where his or her performance was good or bad and how to improve that performance.

2.7.4 Behaviorally Anchored Rating Scale (BARS)

This method combines the benefits of narratives, critical incidents and quantified scales by anchoring a rating scale with specific behavioural example of good or poor performance. In (BARS) method, Bohlander and Snell indicated that a (BARS) is typically developed by a committee that includes both subordinates and managers. The committee's responsibility is to identify important characteristics of job. This in effect points to the fact that when subordinates and managers are involved in developing (BARS) it helps for the appraisal programme to be successful thereby contributing to achieving corporate mission.

The proponents of this method say that it provides better, more equitable appraisals than other techniques. However the main disadvantage of (BARS) is that it requires considerable time and effort to develop. In addition, because the scales are specific to particular jobs, a scale designed for one job may not apply to another. Organizations need to consider their goals, employee's, and the nature of ob, advantages and disadvantages of the techniques before adopting it.

2.7.5 Behavioral Checklist method

As indicated by Bohlander and Snell and De Cenzon and Robbins, the behavior checklist method consists of having the rater check those statements on a list that the rater believes are characteristics of the employee's performance or behaviour. Cascio (1992), also explains that the rater is provided with a series of statements that describe job- related behaviour. From the explanation given, the three writers share similar view on the behavioral checklist method. Cascio however, pointed out that descriptive rating are likely to be more reliable than evaluative (good- bad) ratings. In choosing a particular method therefore it is important for organizations to consider it strategy goals and its employees.

2.7.6 Mixed standard scale

According to Bohlander and Snell this method is the modification of the basic rating-scale method. He indicated that instead of evaluating traits according to a single scale, the rater is given three specific descriptions of each trait. The purpose of this is to reflect three levels of performance: superior, average and inferior. After the three descriptions for each trait written, they are accordingly sequenced to form the mixed standard scale. The advantage of the mixed-standard scale method is that the rater does not deal with numbers. Consequently, some of the most common errors associated with rating are overcome. Additionally, analysis of rater response patterns can identify raters whose use of the scales is haphazard. A drawback of mixed-standard scales is that scale values are not known. Consequently developmental information is lost.

2.7.7 Forced - choice method

This method requires the rater to choose from statements, often in pairs, that appear equally favourable or equally unfavourable. The purpose of the statement is to distinguish between successful and unsuccessful performance. The forced - choice method is not without limitations of which the primary one being the cost of establishing and maintaining its validity.

2.7.8 Results method

According to Bohlander and Snell, instead of looking at traits of employees and the behaviours they exhibit on the job, many organizations evaluate employee accomplishments- the result they achieve through their work. Advocates of result approach argue that they are more objective and empowering for employees. Results appraisals often give employee responsibility for their outcomes while given them discretion over the methods they use to accomplish them. This is empowerment in action. Advocates hold the view that there are a number of result measures available to evaluate performance. For instance sales people are evaluated on the basis of their sales volume, production workers are evaluated on the basis of the units they produce and perhaps the scrap rate or number of defects detected. All of these measures are directly link to what employee accomplished and results which benefit the organization.

Some of the problems associated with results approach are; results appraisal may be contaminated by external factors that employee cannot influence, sale representatives who have extremely bad markets or production employee who cannot get the materials will not be able to perform up to their abilities.

2.7.9 Management by Objective (MBO)

Management by objectives is designed to overcome certain of the inherent problems in the already mentioned technique of performance appraisal. MBO is a philosophy of management first proposed by Peter Drucker in 1954. It is built on the assumption that individuals can be responsible, can

exercise self-direction and do not required external controls and threats of punishment to motivate them to work towards their objectives. This, from a motivational point of view, would be representative of Douglas McGregor's Theory 'Y'. According to Humble (1972), a system of management by Objectives might allow for staff accepting greater responsibility and for making a higher level of personal contribution. To him, participation is inherent if management by objectives is to work well, and there is an assumption that majority of people" would direct and control themselves willingly if they are involved in the setting of their objectives.

Grote (1996), identifies the following core elements in MBO:

- a. Formulation of trusting and open communication throughout the organization
- b. Mutual problem solving and negotiation in the establishment of objectives.
- c. Creation of win-win relationships.
- d. Organizational rewards and punishments based on job- related performance and achievements.
- e. Minimal uses of political games, forces and fear.
- f. Development of a positive, proactive, and challenging organizational culture.

Beach (1985) submits that a major goal in MBO is to enhance the superior- subordinate relationship strengthen the motivational climate and improve performance. He identified eight key features of management by objectives as follows:

First, superior and subordinate get together and jointly agree upon and list the principal duties and areas of responsibility of the individual's job.

Secondly, the personal employee set his own short- term performance goals or target in cooperation with the superior. The superior guides the goal setting process to ensure that it is related to the realities and needs of the organization.

Thirdly, they decide upon criteria for measuring and evaluating performance.

Fourthly, from time to time, more often than once per year, the superiors and subordinates get together to evaluate progress towards the agreed - upon goals. At these meetings new or modified goals are set for the ensuing period.

Fifthly, the superior plays a superior role. He tries, on day-to-day basis, to help the employee reach the agreed- upon goals. He also counsels and coaches employees.

Sixthly, in the appraisal process, the superior plays less the role of a judge and more the role of one who helps the employee attain the goals or targets.

Lastly, the process focuses upon results accomplished and not upon personal traits.

MBO possesses a number of advantages. First by participating in the setting of the goals, the individual acquires a stake or a vested interest in trying to meet them, Beach (1985). Secondly, both supervisor and subordinate are on the same team working for better functioning group. Third, an employee is rated against a fixed rating scale. Fourth, targets and responsibilities are set and evaluated in terms of the particular situation and abilities. In spite of that fact that MBO has advantages it equally has disadvantages. Below are some of them;

Firstly, because goal setting and attainment are so individualized it is difficult to compare the performance of one employee to another or to a standard to which everybody is held. Secondly, MBO performance standards are personal not uniform throughout a department. Also, it does not focus on long term goals rather short term goals.

Thirdly, MBO does not concentrate upon identification of trait that would qualify one for a new different job. Considering the methods discussed above no single appraisal method is best for all situations, therefore a performance measurement system that uses a combination of the preceding

methods may be helpful in circumstances. Using combinations may offset some of the advantages and disadvantages in the individual methods.

2.8. Factors that can distort the effectiveness of performance appraisal

There are many possible sources of error in the performance appraisal process. One of the major sources is mistake made by the rater. Although completely elimination of these errors are impossible, making raters aware of them through training is helpful (Mathis et al, 2004). Many writers who hold similar view have written on the possible factors that can distort the effectiveness of performance appraisal. De Denzo and Robbins (1996), have identified some of these factors as follows:

2.8.1 Leniency error.

According to the writers every evaluator has his or her own value system that acts as a standard against which appraisal are made. It is therefore possible that evaluators are influenced by this system thereby not doing the right assessment. In a situation where two employees are performing the same job for different evaluators at the end of the day may have different ratings as a result of differences in their value system.

2.8.2 Halo error effect

This is the tendency to let an assessment of an individual on one trait influence the evaluation of that person on other specific traits. Such situation affects the significance of the appraisal programme.

2.8.3 Low appraiser motivation

This situation occurs if the evaluator knows that a poor appraisal could significantly hurt the employee's future - particularly opportunities for promotion or a salary increase- the evaluator may be reluctant to give a realistic appraisal. There is evidence that it is more difficult to obtain an

accurate appraisal when important rewards depend on the results. Such situation can make appraisal fail.

2.8.4 Similarity error

When evaluators rate other people in the same way that the evaluators perceive themselves, they are making a similarity error. Based on the perception that evaluators have of themselves, they project those perceptions onto others. Such situation gives advantage to some employees and others are being disadvantage.

2.8.5 Central tendency

It is possible that regardless of who the appraiser evaluates and what traits are used, the pattern of evaluation remains the same. It is also possible that the evaluator's ability to appraise objectively and accurately has been impeded by a failure to use the extremes of the scale. Central tendency is the reluctance to make extreme ratings in either direction; the inability to distinguish between and among rates; a form of range restriction. Hodgetts (2002), suggested that one way of overcoming this problem is to use a paired comparison evaluation or an MBO approach, in which results are quantified or described in such terms that the manager is required to give each person a more precise rating.

2.8.6 Inflationary pressures

Inflationary pressures have always existed but appear to have increased as a problem over the past three decades. As "equality" values have grown in importance in our society, as well as fear of retribution from disgruntled employees who fail to achieve excellent appraisals, there has been a tendency for evaluation to be less rigorous and negative repercussions from the evaluation reduced by generally inflating or upgrading appraisals.

2.8.7 Attribution Theory

This is a management literature and according to this theory, employee evaluations are directly affected by "managers" perceptions of who is believed to be in control of the employee's performance- the manager or the employer. The theory attempts to differentiate between those things that the employees control (internal) versus those that the employer cannot control (external). One research study found support for key generalizations regarding attribution;

1. When manager attribute an employee's poor performance to internal control, the judgment is harsher than when the same poor performance is attributed the external factors.
2. When an employee is performing satisfactorily, "managers" will evaluate the employee favorably if the performance is attributed to the employees own efforts than if the performance is attributed to outside factors.

2.8.8 Recency error

Recency error occurs when raters fail to consider performance across the entire rating period. In such situation, the rater recalls only recent performance and bases ratings on the latest behaviours observed. The recency error results from the lack of a systematic, ongoing observation- appraisal process. This situation is where the appraisee's personal characteristics such as age, race and sex can affect their ratings. Often quite apart from each ratee's actual performance studies suggest that "ratee's idiosyncratic biases account for the largest percentage of the observed variances in performance ratings.

2.8.9 Management attitude

If management is committed to performance appraisal it will work. However, if managers see performance appraisal as something imposed on them by the Human resource department, the process will lack the genuine support of senior management and will simply become a cosmetic process to be treated with indifference. Management commitment is therefore vital to an effective performance programme.

2.9 Effective performance appraisal system

The effective functioning of any performance appraisal system depends, on establishing realistic performance standards for each position in the organization. It is important to recognize that the effectiveness of any appraisal effort depends upon and appropriate mutual interaction among techniques, human appraisers and organizational objectives. If an organization utilizes appraisal techniques that provided no feedback to a subordinate while the objective is to improve performance, the effort put into it will fail. Conversely, a firm that as developed is appraisal techniques that is highly appropriate for providing feedback to its members is very likely to achieve results.

The fact that managers frequently encounter problems with performance appraisal should not encourage organizations to give up the concept. There are many things that need to be done to make appraisals more effective (De Cenzo, 1996).

2.9.1 Requirements for effective appraisal system

Cascio (1992), has outline some requirements for effective appraisal system as follows;

2.9.1.1 Relevance

This implies that there are (a) clear links between the performance standards for a particular job and an organization's goal are, (b) clear links between the critical job elements identified through a job analysis and the dimensions to be rated on an appraisal forms.

2.9.1.2 Sensitivity

This requirement demands that performance appraisal system is capable of distinguishing effective from ineffective performers. If it is not, and the best employees are rated no differently from the worst employees, then the appraisal system cannot be used for any administrative purpose.

2.9.1.3 Reliability

The third requirement of sound appraisal system is reliability. This implies there should be consistency in judgment. For any given employee, appraisal made by raters working independently of one another should agree closely. To provide reliable data, each rater must have an adequate opportunity to observe what the employee has done and the conditions under which he or she has done it, otherwise, unreliability may be confused with reliability.

2.9.1.4 Acceptability

In practice, acceptability is the most important of all the requirements. Cascio (1996), stressed that every human resource program must have the support of those who will use them or else human ingenuity will be used to thwart them.

2.9.1.5 Practicability

This last requirement implies that appraisal instruments should be very easy for managers and employees to understand and to use. If it is not done this way, its practicality can not be guaranteed.

2.9.2 Training of Appraisers

Training is a means of supplementing an employee's academic education and to equip him with qualities to enable him or her undertake an assignment at a higher level. Training must always aim at addressing actual rather than imagined.

A major weakness of performance appraisal programme is that managers and supervisors are not adequately trained for the appraisal task and provide little meaningful feedback to subordinates, (Bohlander and Snell 2004). Most supervisors lack precise standards for appraising subordinate's performance and have not developed the necessary observation and feedback skills, their appraisal often become nondirective and meaningless.

In support of the above, Nankervis (1993) also indicated that because managers or supervisors lack precise standards for appraising subordinates performance, their appraisal often tend to become overly lenient to the point of having little meaning. Latham and Wexley (1981) suggest that people who evaluate employees should be trained to minimize rating errors.

To Bernadrin et al (1993), separate training sessions should be held for at least three groups: raters, rates, and decision makers. The writers continued to say that training should fo e us on clarification of the information provided in the manuals, for raters and ratees and should 'sell' the benefits of the program to all system users including top management. The training should cover interviewing techniques, performance coaching and mentoring, counseling, documentation and conducting formal appraisals. Going through these could help improve the effectiveness of appraisals. In developing an effective performance appraisal system, managers and supervisors should understand the most effective technique of appraising employees. It is important to provide appraisers with all the relevant documentation and to hold frequent consultations with appraisers to ensure consistent implementation of the appraisal policy.

2.9.3 Appraisal feedback to employees

Giving individuals feedback on how well employees are doing in their jobs is held to meet a variety of needs; from organizations point of view, it assist effective learning so that tasks are completed correctly and helps maintain and stimulate effort towards specified goals; from the individual's viewpoint, feedback can satisfy any personal need for information on progress and facilitate social comparison with others, Larson (1984). Locke and Latham (1990) also intimated that provision of performance feedback is a necessary condition for goals to have their full effect. The "annual review", where the manger shares the employees' evaluations with them, can become a problem. The annual review is additionally troublesome if the manager “save up” performance-related information and unloads it during the appraisal review, (De Cenzo and Robbins, 1996).

Performance feedback should be specific, timely, accurate understandable, and presented in an atmosphere of cooperation and support so as to improve subsequent employee performance. The solution also lies in having the manager share with the employees both expectations and disappointments on a day-to-day basis. By providing employees with frequent opportunities to discuss performance before any reward or punishment consequences occur, there will be no surprises at the time of the annual final review.

Also, feedback should be given in a manner that will best help improve performance. Employees and managers generally benefit from honest, objective feedback about how things are going. A constant exchange of information, often generated through what might be described as ‘performance conversation’, helps everyone to stay on track and the organization to stay competitive.

2.9.4 Motivation

In spite of the fact that organizations strive to improve its performance by assessing its employees from time to time, it is also important that they try to motivate their employees in order that their employees improve upon their performance. Motivation may be seen as the level of desire of an individual to behave in a certain manner at a certain time. In general, people’s behaviors are determined by what motivates them. Their performance is a product of both ability level and motivation (Mullins, 1996). Other writers also suggest that the level of performance is attained by three independent factors: ability, motivation and resources. This statement presumes that when employees are well resourced they will be motivated to achieve their targets.

Studies have shown that if appropriate goals are set for individuals and groups, and in a manner which is acceptable to those concerned, higher levels of motivation and performance are likely to be achieved. Appropriate goals have been found to direct attention and action, mobilize effort, increase task persistent, and motivate the search for appropriate performance. Commitment to goals can be

increased if employees participate in the goal setting process Locke and Latham, (1990) and Cooper et al (1992).

According to the equity theory (Adams, 1965), all workers want to be treated fairly. It is vital for supervisors to understand how things wish for fair treatment- relates to workers motivation. In evaluating performance appraisal all workers should be treated fairly devoid of biases as this will ensure the success of the appraisal program.

Mathis et al (2004), indicated that there is a link between reward employee receives and performance appraisal. He describes the linkage as follows: Productivity→Performance appraisal → Rewards. This implies that when employees achieve their targets or increase their outputs, they need to be rewarded and this motivates them to continue to work harder. The writers further stated that if any part of the appraisal process fails, the better performing employees do not receive larger pay increase, resulting in perceived inequality in compensation. A research by (Bannister and Balkin, 1990) has also reported that appraisees seem to have greater acceptance of the appraisal process, and feel more satisfied with it, when the process is directly linked to rewards.

The next chapter is chapter three and it talks about the methodology used for the study and the organizational profile.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

For any research, methodology shows how the topic should be approached and pursued. The researcher used a case study which enables him to investigate into how management uses performance appraisal as a management tool to enhance productivity and the growth of Tema Port. Therefore in attempting to operationalize the research topic, the researcher examines the study area, study population, sample designs, sources of data, data collection instrument and the profile of the organization of study.

3.1 Sources of data

All research studies involve data collection. Since all studies are designed to either test hypotheses or answer questions, they all are pieces of relevant information obtained in the course of investigation regarding the major ideas of the research questions for the purpose of answering them. There are two main sources of data. They are primary and secondary sources of data.

3.1.1 Primary data

Primary data are first hand data from the field such as interview, questionnaires and observation. For the purpose of the study, the researcher used questionnaires and interviews in order to get relevant information.

3.1.2 Secondary data

Secondary data are both published and unpublished works. The published works were obtained from library, textbooks, journals, internet, articles and news paper publications. The unpublished data was obtained from document of relevant institution such as Ghana Ports and Harbour

Authority (GPHA) Port of Tema. The researcher therefore made use of this source of data in order to obtain the information needed.

3.2 Population

Population indicates the subjects studied at Tema Ports. Tema Port has a large workforce of 1299 which is made up of 114 senior, 1185 junior staffs including labourers. Due to the large number of the population it was required that the researcher resorts to sampling in order to arrive at a valid and accurate information that is required to make a clear distinctive analysis and discussions with the information available. This would ensure a high degree of accuracy and validity of results within the shortest possible time due to financial constraints.

3.3 Sampling

Given a population of 1299, the sample size chosen by the researcher to represent the entire population is 50 appraisers and 92 appraisees. The researcher used the sample size determination by (Saunders et al, 2007) which is shown below.

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

where n = sample size, N = population, and (α) = margin of error (0.1)

TABLE 4.1 APPRAISERS

NUMBER OF APPRAISERS	NUMBER OF RESPONDENTS	PERCENTAGE %
50	30	60%

Source: Researcher's Construct (2009)

Using the formula above, 50 appraisers were selected and 30 (60%) responded. This is only a little more than half of the respondents. This was due to the fact that some appraisers misplaced their questionnaires and some also did not come to work on the final day of collection of the

questionnaires. The researcher however believed that sample was fairly represented since it has an error of margin of 10%.

TABLE 4.2 APPRAISEES

NUMBER OF APPRAISEES	NUMBER OF RESPONDENTS	PERCENTAGE %
92	84	77.3%

Source: Researcher's Construct (2009)

Again using the formula above, 90 appraisers were selected and 84 (77.3%) responded. From table 4.2, the responses were encouraging and it may be that the appraises showed more interest in the research as they believed it could bring about some improvement in the performance appraisal system at Tema Port. The researcher also believed that the sample was fairly represented since it also has an error of margin of 10%.

3.3.1 Sampling Technique

The sampling technique that the researcher adopted was stratified random sampling technique. Stratified sample technique was used after grouping the employees into appraisers and appraisees. This method of stratifying employees was considered suitable because according to Singleton et al (1993), sample size IS dependent on the homogeneity or otherwise of the population. This however ensures that there is a fair representation of the workforce.

3.4 Data collection instrument

To be able to collect data for the study, the researcher extensively used questionnaires and interviews to solicit information relevant to the study. The questions were properly structured and

were based on open-ended and closed-ended type of questions. The questionnaires were in two categories that are for appraisers and appraisees (refer to appendix A and B). Open questions are sometimes referred to as open-ended questions (Dillman, 2000), and allow respondents to give answers in their own way (Fink, 2003a). On the other hand closed questions are also referred to close-ended questions and provide a number of alternative answers from which the respondent make a choice. Few modifications were made to the questionnaires after it had been pre-tested in the field before it was finally administered.

3.5 Data Analysis

The data collected for the study was analyzed with the aid of Statistical Package for Social Sciences (SPSS) software in chapter four. This was utilized extensively to analyze responses from respondents to give an account in the form of illustrated diagrams and tables for easy comprehension. Statistical tools such as bar graphs and pie charts were used in the analysis.

3.6.0 Organizational Profile of Tema Port

Port Administration in Ghana began within the completion of the Takoradi Port. Later, there was a merger with the administration of the railways, which had been operating in the then Gold Coast since 1903. The first body set up to administer the Port is the Ghana Railway and Harbour Administration (GRHA). Established in 1928, the GRHA was responsible for the successful management of the new Port of Takoradi as well as the railway network in the country. GRHA was also responsible for the management of the country's port of Cape Coast working under sufferance port conditions and which controls eight lighthouses along the coast.

In 1962, when the Tema Port was built, it was also placed under the administration of the GRHA. The GRHA administered the ports until 1977 when a new Ghana Ports Authority (GPA) was created. GPA was responsible solely for the administration of the two ports in Takoradi and Tema as well as the Tema Fishing Harbour. The workload became too heavy and generously affected the

efficient administration of the two entities.

In 1986, Ghana Ports and Harbours Authority (GPHA) was established under the Provisional National Defense Council (PNDC) law 160 as the statutory authority or body to manage Port and Harbours of Ghana. The management of the Ports and Harbours of Ghana shifted from the landlord approach to the service approach. In this regard, GPHA did not only own the infrastructure and superstructure but also operated them. It therefore became a comprehensive system port management (see appendix C for layout of Tema Port).

3.6.1 Vision of Port of Tema

The Vision of Port of Tema is to become the most preferred Port in the Wes Africa Sub-region

3.6.2 Mission of Port of Tema

The mission of port of Tema is to provide efficient Port facilities and ensure quality Services to customers.

3.6.3 The Services of Tema Port

The Port of Tema provides the following Services:

- (i) Vessel Handling – Via the marine department. This is done through pilot age, towage.
- (ii) Stevedoring – The stevedoring services is done by GPHA-Port of Tema and other stevedoring companies.
- (iii) Shore handling – This is done by shipping lines, Customs Exercise and Preventive Service (CEPS), GPHA, also receipt delivery safe board, transport and haulage companies.

With regard to safety and security, the port of Tema has efficient and effective security systems in place. These include port security, fire service, navy police, impregnation, private security and a CCTV System. The presence of these personnel's including the CCTV have reduced theft and lost

of client goods to minimal thereby become the preferred port of doing business.

3.6.4 Board of directors

The Ghana Ports and Harbours Authority (GPHA) - Tema Port is supervised by the Ministry of Ports, Harbours and Railways now ministry of Roads and Transport. The GPHA is headed by a 12-member Board of Directors who formulates policies for the Ports while the heads at the headquarters in Tema supervise their various departments to execute the policies.

The board consists of a chairman who is normally appointed by government. The others are a private business man also appointed by government, the Managing Director of Ghana Railways Company, Chief Executive of the Ghana Shipping Council, 4 representatives each from Ghana National Chamber of Commerce, Ship Owners and Agents Association (SOAAG), Supervising Ministry and Workers' Association. The rest are Director General of (GPHA), 2 Director of Ports, Tema and Takoradi and a Secretary employed by the Authority.

3.6.5 Management team

GPH A - Tema Port has a team of competent management staff headed by the Director General who is responsible for day to day administration of the Port. The Director General is assisted by the Director of Port who supervises the various departments.

3.6.6 Tema Port departments

Tema Port is made up of 14 departments. Each of these departments is either headed by a departmental head or manager who reports directly to Director of Port. The departments are Personnel/Administration, Marine Operation (fire and safety), Port Operations (Monitoring and Control), Marine Engineering, Materials Department, Electrical Engineering, Civil Engineering, Medical Services, Marketing, Management Information System (MIS), Security, Finance, Audit and Mechanical Engineering.

3.6.7 Staff of Tema Port

Tema Port has both clerical and technical staffs. The Port has 3 categories of workers. They are senior staff, junior staff and the last group classified as lower class. The senior staffs are employees with high educational qualification with first and second degrees. These calibers of employees are at the level of manpower personnel and mostly in management. The junior or middle class of workers are in the category of those who have acquired tertiary education being a higher national diploma (HND), ordinary diploma, and technical education. The last category of workers with first and second cycle educational background and are responsible for menial jobs like cleaners who are normally referred to as labourers.

3.6.8 Organizational Structure

Tema Port has an effective organizational structure with clearly defined lines of authority from the top management level downwards. On top of the hierarchy is the Director of Port. Below are the following managers: Internal Audit, Private Secretary, IT Managers, Estate Manager, ABS F/Harbour Manager, Harbour Master, Operations Coordinator and Head of Medical Service who all report directly to the Director General. The last groups are the line or departmental heads who also report to their superiors (see appendix D for the organizational chart).

Source: Tema Port Administration (2009)

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSIONS

4.0 Introduction

This chapter sets to outline and analyze the findings of the research by the use of Statistical Package for Social Sciences (SPSS). After analyzing the data, appropriate tables, graphical representations with their corresponding useful comments were made.

4.1. Employee profile

Tables 4.1, 4.2 and 4.3 show the general profile of the sampled employees of Tema Port. Table 4.1 indicates the gender status of the subordinate employees. That of the supervisors or managers is shown in Table 4.2 and Table 4.3 show the number of years employees have worked at Tema Port. In all, 84 junior staffs and 32 senior staffs who were sampled represented quite a mix of employees in terms of gender, age and length of time with Tema Port.

4.2 Profile of Junior Staff

The sampled employees interviewed were not equal in distribution in terms of their gender (sex). Out of 84 respondents interviewed during the period of the study, 53 (63.1%) of the respondents were males and 31(36.9%) were females. With this observation one can deduce that among the junior population, men were a little more than their female counterparts at Tema Port and as far as employment is concerned Tema Port may not discriminate based on gender (sex).

Table 4.3 Gender Status of subordinates

Sex/Gender	Frequency	Percentage (%)
Male	53	63.1
Female	31	36.9
Total	84	100

Source: (Researcher's field work, July 2009)

The modal age group of the sampled employees was 31 – 35 years. This represents about one third of the respondents, 29(34.5%). This age group was followed by the 26 – 30 years age group. The age group was made up of 23(27.4%). The 36 – 40 years age group was 13(15.5%). Those above 40 years were 19(22.6%). The age distributions however showed that majority of the junior staffs of Tema port are youth.

Table 4.4 Age status of subordinates

Age range of Junior staffs (years)	Frequency	Percentage (%)
26-30	23	27.4
31-35	29	34.5
36-40	13	15.5
Above 40	19	22.6
Total	84	100

Source : (Researcher's field work, 2009)

Table 4.5 Number of years in the port

Years of work	Frequency	Percentage (%)
5-8	40	47.6
9-12	16	19.0
13-16	8	9.5
17-20	15	17.9
Above 20	5	6.0
Total	84	100

Source : (Researcher's field work, 2009)

In table 4.3 above, 40 (47.6%) of the respondents have worked at Tema port for the period of 5-8 years. Next to the modal category were those who have been with Tema port for a period of 9-12 years. This group was made up 16(19.0%) of the respondents. Those that have worked between 13 to 16 years were 13(9.5%). The sampled junior staffs who have worked with the port for the period between 17-20 years were 15(17.9%). The last were those who spent more than 20 years with Tema port. This category were made up of 5(6.0%) of the respondents.

4.3 Profile of senior staffs

Tables 4.4, 4.5 and 4.6 showed the general profile of senior staffs at Tema port in relation to their gender, age and number of years at the port. In the case of the senior staffs, table 4.4 below shows that out of 32 respondents, 24(75.0%) were males and only 8 (25%) were females. This does not necessarily mean there are far more men as senior staff than women. However, one could deduce that the socio-cultural make up of our society could swing against women.

Table 4.6 Gender status of senior staff

Sex	Frequency	Percentage (%)
Male	24	75.0
Female	8	25.0
Total	32	100

Source :(Researcher's field work, July 2009)

Table 4.7 Age of senior staff

Age range	Frequency	Percentage (%)
31-35	2	6.2
36-40	8	25.0
Above 40	22	68.8
Total	32	100

Source :(Researcher's field work, 2009)

In table 4.5 above the modal group of the respondents sampled, 22(68.8%) were those above 40 years. This age group was followed by the 36-40 year's age group. The age group was exactly a quarter, 8 (2.0%) of the respondents. Only 2 (6.2%) of the respondents of the sampled senior staffs fell between 31-35 age group.

Table 4.8 Number of years in the port (supervisors)

Years	Frequency	Percentage (%)
5-8	4	12.5
9-12	1	3.1
13-16	8	25.0
17-20	10	31.2
Above 20	9	28.1
Total	32	100

Source : (Researcher's field work, 2009)

In table 4.6 above, out of the majority of the senior staffs sampled, 10(31.2%) have been with Tema port for at least 17 years. Moreover, exactly a quarter of the respondents, 8(25.0%) have spent between 13-16 years at Tema port. Only 1(3.1%) of the seniors staffs sampled has been with Tema port for a period of 9-12 years. About 4(12.5%) of the respondents have also worked at Tema port for a period of 5-8 years. Since majority of the senior staffs have been with Tema port for at least 17 years, one may assume that they have appraise their subordinate for quite a long time and therefore they had experience and also familiar with it.

4.4 Design and implementation of performance appraisal at Tema port

To ascertain the design and the implementation of performance appraisal at Tema port, both the junior staffs and the senior staffs were interviewed.

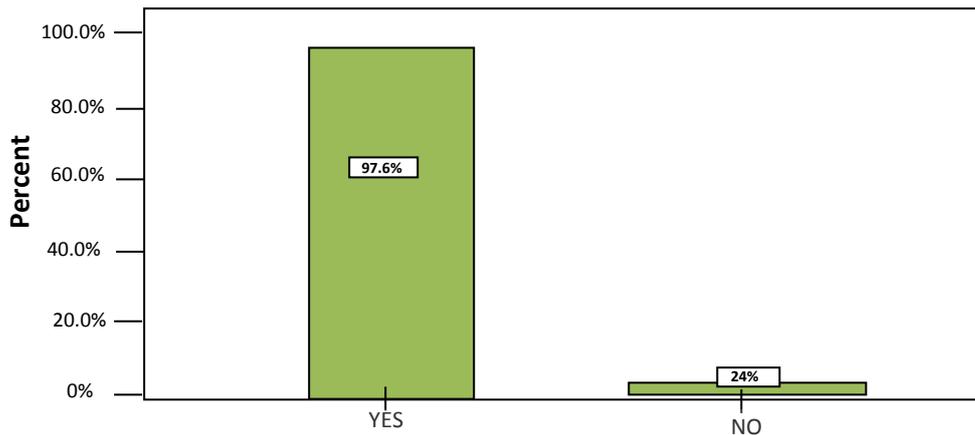


Figure 4.1 whether employees have ever been appraised

Source : (Researcher's field work, July 2009)

In Figure 4.1 above, out of the 84 junior staffs interviewed, 97.6% indicated that they had been appraised on their performance before. However, 2.4% said that they have not been appraised. From the result presented above it is obvious that the management of Tema port has realized the need for performance appraisal hence its establishment.

Table 4.9 Number of times subordinates are appraised in a year

Number of times appraised in a year	Frequency	Percentage (%)
Every six months	4	4.8
Once in a year	78	92.9
Quarterly	2	2.3
Total	84	100

Source : (Researcher's field work, July 2009)

Table 4.7 above indicates that 78(92.9%) of the respondents are appraised once in a years. Only 4(4.8%) said that they are appraised every six month and 2(2.3%) however said they are appraised

quarterly. It is again clear from the result presented above that majority of the employee are appraised once in a year and this goes to support the assertion by many writers that with the majority of the appraisal schemes, staff receive an annual appraisal; and for many organizations this may be sufficient.

Table 4.10 whether supervisors play a role in determining the content and duration of appraisal scheme

Involvement of supervisors in appraisal scheme	Frequency	Percentage (%)
Yes	5	15.6
No	27	84.4
Total	32	100

Source: (Researcher's field work, July 2009)

From the table above, 5(15.6%) of the sampled senior staffs indicated that they play a crucial role during the design of the appraisal programme in determining its contents and duration. However, 27(84.4%) of senior staffs said they do not play a crucial role but indicated that it is rather the personnel and Administrative Department that determine the content and the duration of the appraisal programme. This observation is in line with a suggestion made by Mohrman et al., (1989). They reported that in the design of the appraisal process, it is important to select the right people to design for the system. This should involve managers, employees and human resource professionals.

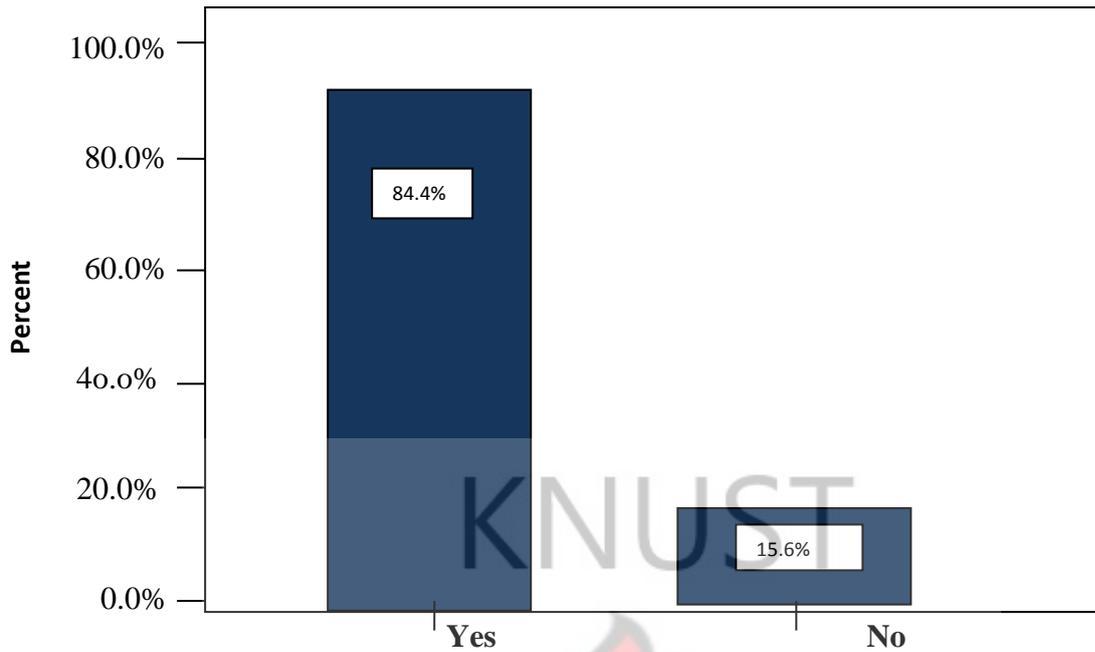


Figure 4.2: Whether superiors have ever had a formal training before appraising subordinates

Source : (Researcher's field work, July 2009)

Out of the 32 senior staffs sampled, 15.6% said they have never had any formal training before appraising their subordinates. However, 84% of the senior staffs indicated that they had formal training before appraising their subordinates. This is a good sign as far as performance appraisal is concerned at Tema Port. This observation is in line with suggestion made by Latham and Wexley (1981) that people who evaluate employees should be trained to minimize rating errors. Moreover, Bohlander et al (2004), reiterated that a major weakness of performance appraisal programme is that managers and supervisors are not adequately trained for the appraisal task and therefore they provide little meaningful feedback to subordinates.

In the view of Bernardin et al (1993), separate training sessions should be held for at least three groups: raters, ratees and decision makers. It is important therefore that the personnel and Administrative Department of Tema Port takes into consideration the views of these writers and put them into practise so that they can have a successful appraisal programme.

Table 4.11 whether supervisors set target for subordinate in the performance of duty

Setting of targets for subordinates	Frequency	Percentage (%)
Yes	67	9.8
No	17	20.2
Total	84	100

Source : (Researcher's field work, July 2009)

Out of the 84 junior staffs sampled, 17(20.2%) indicated that their supervisors do not set targets for their subordinates before commencement of their tasks. However, 67(79.8%) indicated that their supervisors set target for them in the performance of their work. This is quite a good sign since this will help supervisors to know whether their subordinates have been able to achieve what have been set for them. This is in line with blank and slip (1994) view that when conducting performance appraisal, supervisors should clearly convey work expectations and make sure that employees understand these expectations. In line with the above, it is important that the targets should be set at the beginning of the appraisal period as this will provide basis to compare the actual performance of an employee with the standard.

As could be seen from the figure below, 74.6% of the sampled subordinates indicated that their supervisors involve them in setting targets. On the other hand, 25.4% said that their supervisors do not involve them in setting targets. Beach (1985), however, intimated that by participating in the setting of goals or targets, the individual acquires a stake or a vested interest in trying to meet the goals. With this assertion, it is important that all supervisors should endeavour to involve their subordinates in setting targets as this lead to achieving targets set thereby leading to higher productivity and growth.

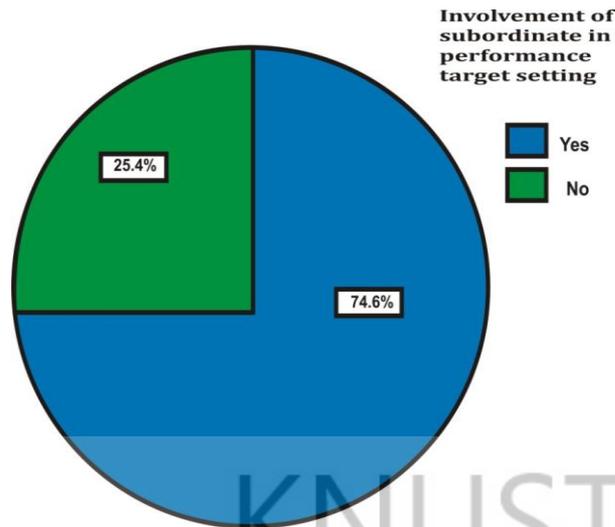


Figure 4.3 Involvement of subordinates in the setting of targets

Source : (Researcher's field work, 2009)

In finding out whether supervisors provide feedback to subordinates after appraisal, 63.4% of the sampled subordinates indicated that their supervisors provide them with feedback while 36.6% indicated otherwise. Giving individuals' feedback on how well they are doing in their jobs helps to meet a variety of needs; from organization point of view, it assists effective learning so that tasks are completed correctly and helps maintain and stimulate effort towards specified goals. From the individual view point, feedback can satisfy any personal need for information on progress and facilitate social comparison with others (Larson, 1984). Also, Locke and Latham (1990) intimated that provision of performance feedback is a necessary condition for goals to have their full effect. From the observation made, it is important that the Personnel/Administration of Tema Port which responsible for conducting performance appraisal ensures that any subordinate is given feedback at a right time since this will benefit subordinates, supervisors and the Port at large. Below is Figure 4.5 depicting the information.

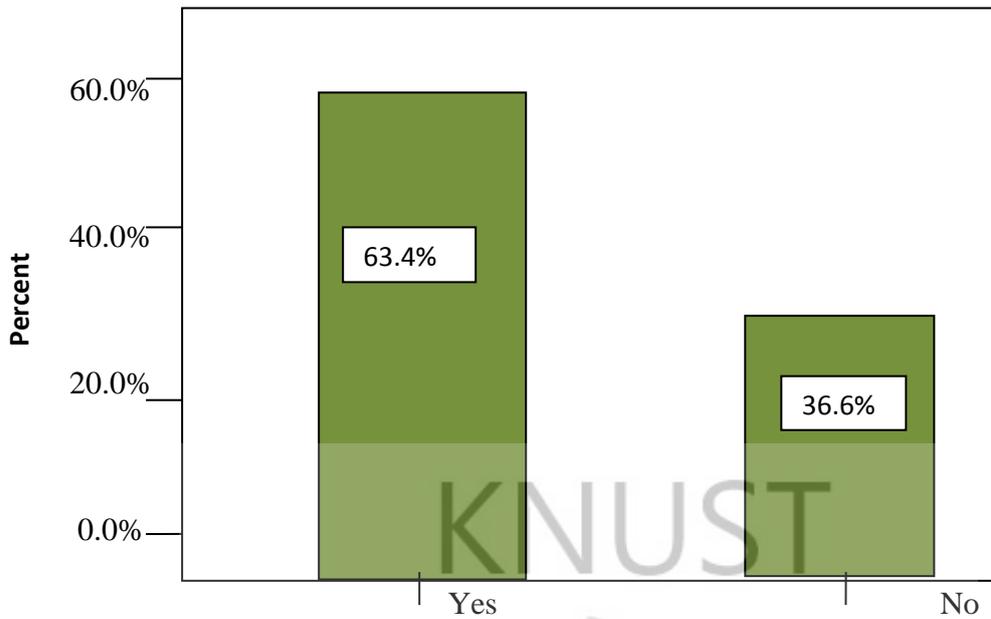


Figure 4.4 whether supervisors provide feedback to subordinates after appraisal

Source: (Researcher's field work, July 2009)

On the issue of the duration of provision of feedback to subordinates, the subordinates gave varied time frames. 59.6% indicated that they are given feedback one month after appraisal 19.2% said they receive feedback the following year. 11.6% indicated they receive feedback two months after appraisal. Those subordinates who said they get feedback three months after appraisal were 5.8%. Only 1.9% indicated that he gets feedback after four months and lastly 1.9% indicated six months after appraisal.

According to De Cenzo et al (1996), the annual review can be troublesome if the manager “saves up” performance related information and unloads it during the appraisal review. In view of this, Personnel and Administrative Department should have a specified time frame where feedback is given to subordinates. Below is a bar graph showing the duration appraisal feedback is given to subordinates.

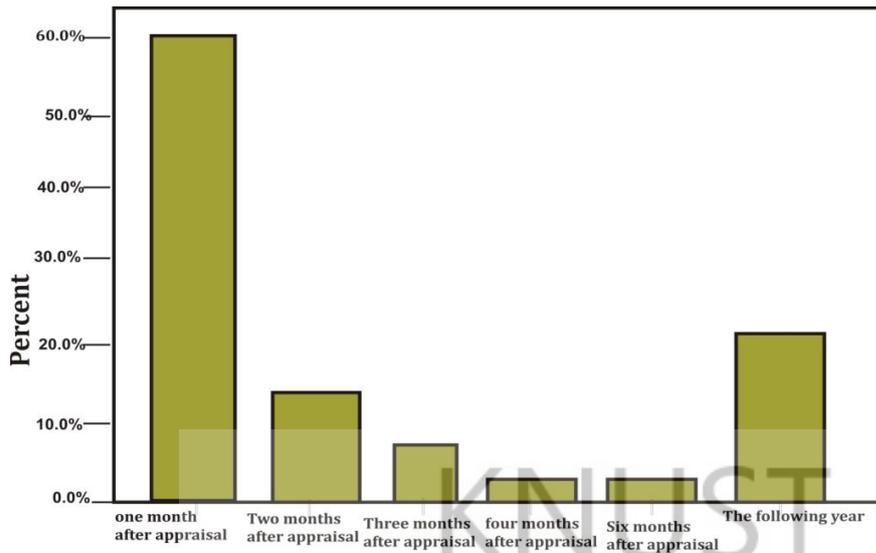


Figure 4.5 Duration of appraisal feedback to subordinates

Source : (Researcher's field work, July 2009)

4.5 Importance of performance appraisal system in Tema Port

To evaluate the importance of performance appraisal, both subordinates and supervisors were interviewed about their opinion on issues relating to relevance of performance appraisals.

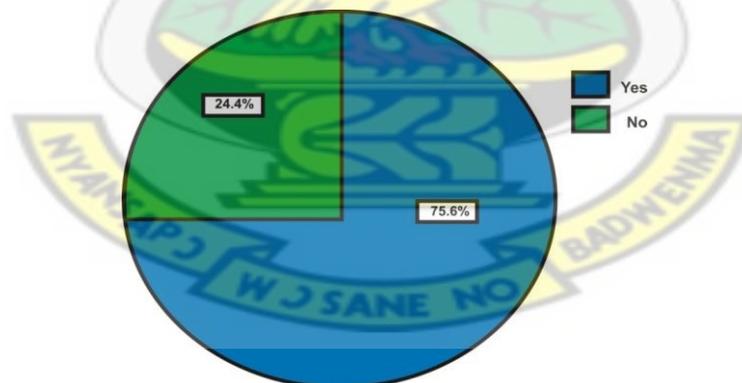


Figure 4.6 Whether performance appraisal motivate to work harder

Source: (Researcher's field work, July 2009)

From the pie chart above 24.4% indicated that performance appraisal does not motivate them to work hard. On the contrary, 75.6% indicated that performance appraisal urges or motivates them to work hard. This is a good sign and may be attributed to the actions that management usually takes

after performance appraisal which includes promotion, pay increment, training and re-engagement of task. These can be found in the tables in Appendix E. Mathis et al, (2004) indicated that there is a link between reward employees receive and performance appraisal. He describes the linkage as follows: Productivity → Performance → Appraisal → Rewards. This implies that when employees achieve their targets or increase their outputs, they need to be rewarded and this motivates them to continue to work harder. Mathis et al (2004) further stated that if any part of the appraisal process fails, the better performing employees do not receive larger pay increase, resulting in perceived inequality in compensation. From the result presented above, one can say that management should not relent in its effort to provide feedback on time, other rewards such as promotions and pay increment and training and re-engagement of task to subordinates since this has the potential of motivating subordinates to work harder.

Table 4.12 Subordinate’s opinion about performance appraisal scheme at Tema Port

Opinion about performance appraisal	Frequency	Percentage (%)
Waste of time	13	15.5
It is useful	40	47.6
It should be removed	2	2.4
Useful but need to be removed	29	34.5
Total	84	100

Source: (Researcher’s field work, July 2009)

In Table 4.10 above, 40(47.6%) of the sampled subordinates indicated that in their opinion performance appraisal is useful. Also, 29 (34.5%) indicated that is useful but it should be improved. On the other hand 13 (15.5%) of the subordinates which rather indicated that it was waste of time. 2 (2.4%) of the subordinates also indicated performance appraisal should be removed. This observation is similar to outcome from the interview of sampled supervisors in figure 4.8.

On the perception of performance appraisal at Tema Port, 50.0% of the appraisers indicated it is very useful. 37.5% of the sampled supervisors or appraisers said it is useful but should be improved upon. 9.4% indicated it is waste of time and 3.1% said it should be removed. The majority of respondents both supervisors and subordinates admitting the fact that performance appraisal is useful also means that the employees do believe performance appraisal when properly organized can lead to higher productivity and growth of Tema Port. This is shown in figure 4.8

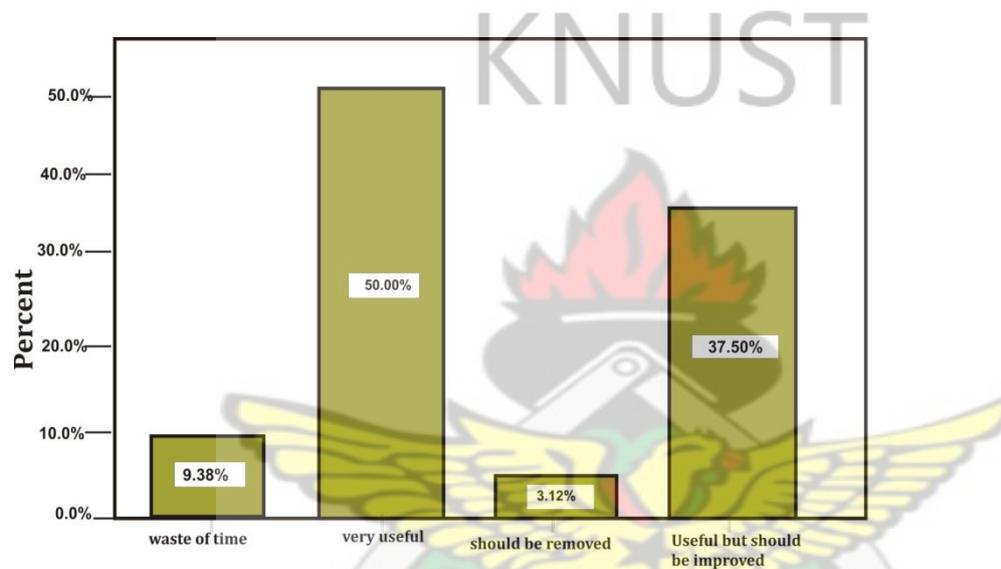


Figure 4.7 Supervisors' perception of performance appraisal in Tema Port

Source: (Researcher's field work, 2009)

4.6 Challenges encountered when conducting performance appraisal at Tema Port

To establish the kind of challenges supervisors are confronted with when conducting performance appraisal at the Tema Port, the sampled senior staffs was interviewed to come out with those challenges. Figure 4.9 below shows the details. Among the challenges that were listed, 59.4% indicated that subordinates do not accept the scores they are given. This is followed by 40.6% who indicated that subordinates claimed that appraisers are not fair when it comes to appraisal. Training as indicated earlier by Bernadine et al (1993) could improve this situation. Moreover, inadequate time for the appraisal and unpleasant relations after the appraisal were among the challenges. Unpleasant relations after the appraisal are as a result of human nature and therefore supervisors

should be firm and fair during appraisal. However, subordinates need to be educated to accept the outcomes of the appraisal and also try to improve where they fell short. Re-engagement of tasks and training can be a tool to deal with some of the outcome of performance appraisals.

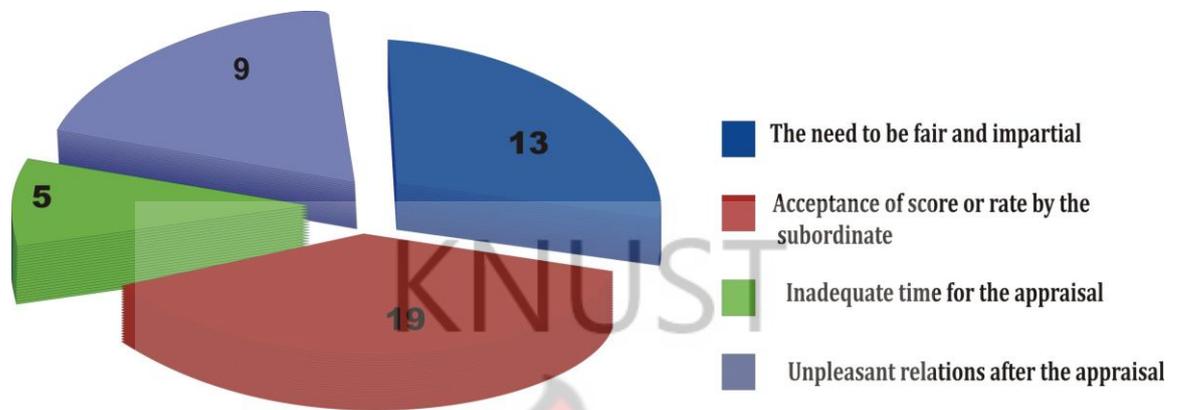


Figure 4.8: Challenges during appraisal of subordinates

Source: (Researcher's field work, July 2009)

4.7 Contribution of performance appraisal to the productivity and growth at Tema Port.

Perception study was used to ascertain the contribution of performance appraisal system to Tema Port productivity and growth. Both the senior staff and the junior staff opinion were sought.

Table 4.13 Opinions of subordinates on contribution of appraisal to Tema Port

Contribution of performance appraisal to productivity of Tema Port	Frequency	Percentage (%)
Yes	44	52%
No	21	25%
No opinion	19	23%
Total	84	100%

Source: (Researcher's field work, July 2009)

From Table 4.10 above, out of the 84 junior staffs sampled 44 (52%) indicated that performance appraisal has contributed to the productivity and growth of the Tema Port while 21 (25%) think otherwise, However, 19(23%) do not have any opinion on that.

Table 4.14 Contribution of performance appraisal to productivity and growth of Tema Port (Opinion of Senior Staffs)

Contribution of performances appraisal to productivity and growth	Frequency	Percentage (%)
Yes	20	62.5
No	4	12.5
Not sure	8	25.0
Total	32	100

Source: (Researcher's field work, July 2009)

From Table 4.12 above, those senior staffs sampled, 20 (62.5%) indicated that in their opinion performance appraisal has contributed to the growth and productivity of Tema Port while 4 (12.5%) indicated otherwise. However, a quarter 8 (25%) of the senior staff sampled are not sure in their opinion whether performance appraisal has contributed to the growth and productivity of Tema. The observation in line with the majority of the respondents may be attributed to the fact that majority of the staffs work hard because of performance appraisal and this is likely to increase productivity and growth of the Port. On the contrary, for those who said they are not sure may be due to the fact that there are no official appraisal reports and statistical data to prove it.

Figure 4.10 below was on the issue of general performance of Tema Port in relation to performance appraisal for the past four years. Opinions of the senior staffs were sought. 62.5% believed that performance has improved while 21.9% think it has rather stayed the same. Also, 12.5% were not

sure of the trend and 3.1% rather think in their opinion performance has fallen. Majority of the supervisors believed performance appraisal has contributed to the performance of Tema Port for the past 4 years. However, the rest do not think so and are not sure since there are no records to prove that. This can also mean that the management of Tema Port may not have such report to depict the relation between performance appraisal and the performance for the Port.

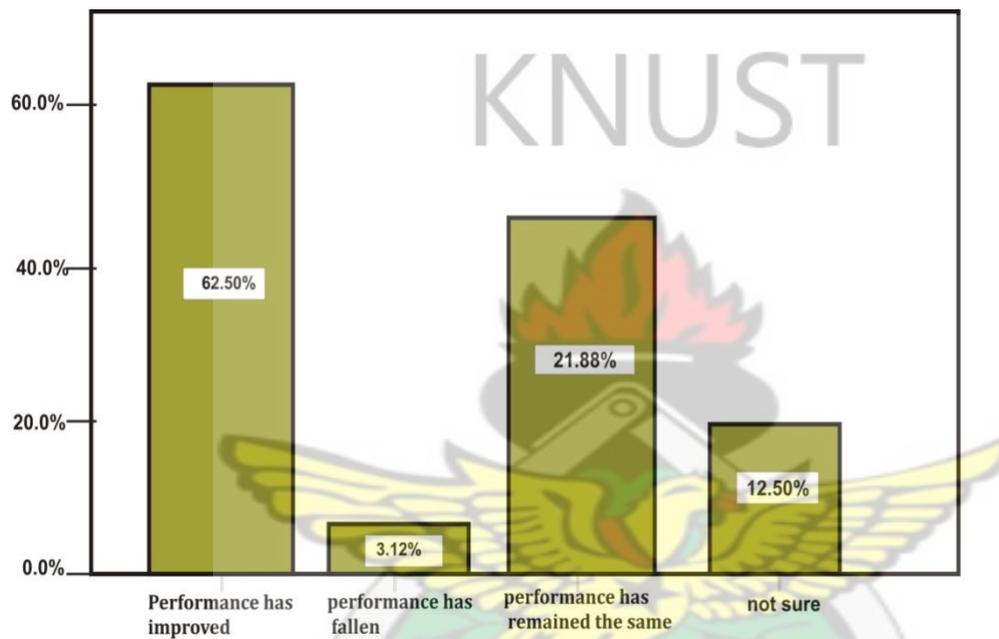


Figure 4.9 performance of Tema in relation to performance appraisal for the past 4 years

Source : (Researcher's field work, July 2009)

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter deals with the summary of findings, conclusion and recommendations that the researcher had made in the light of the data analysis and discussions.

5.1 Summary of findings

The study was intended to assess how management of Tema Port uses performance appraisal as management tool to enhance productivity and the growth of Tema Port. The following are the findings discovered.

5.1.1 Lack of involvement of stakeholders in the design and implementation of performance appraisal

In the design and implementation of performance appraisal in Tema Port, it was revealed that only a few of the senior staffs, 5 (15.6%) play a role. However, majority of the senior staffs 27 (84.6%) do not play any role. The personnel/administration department plays a major role or is responsible for the design and its implementation.

5.1.2 Challenges faced by supervisors during appraisal

Apart from the above, managers or supervisors at Tema Port face the challenge of appraises not accepting the scores awarded them. Also, the study revealed that supervisors are not fair when appraising their subordinates. This sometimes leads to unpleasant relations after appraisal.

5.1.3 Contribution of performance appraisal to Tema Port

On the contribution of performance appraisal to Tema Port the study revealed that majority of both junior and senior staffs 44 (52%) and 20 (62.50%) respectively are of the opinion that performance appraisal is contributing to the productivity and growth of Tema Port.

5.1.4 Lack of consistency in providing feedback

The findings also revealed that not all appraisals are provided with feedback. Even though some were provided with feedback, this was not consistent. Some take longer period to get feedback from their supervisors.

5.1.5 Importance of performance appraisal

Finally, the study revealed that both supervisors and subordinates indicated that performance appraisal is useful and contributes to the productivity and growth of Tema however the appraisal system needs to be improved upon so that it achieves the desired results.

5.2 Conclusion

Performance appraisal is practiced in many organizations. It has the potential of improving staff performance if it is organized well thereby contributing to organizations productivity and growth. The study revealed that performance appraisal is being practiced and it is done once a year. Again, in the design and implementation of performance appraisal, appraisers and appraisees do not play any significant role and that it is the responsibility of Personnel Department. Also, not all the appraisees are given appraisal feedback and even those that are given feedback it takes a longer time before they are given. Majority of both appraisers and appraisees indicated that performance appraisal is very useful to Tema Port and are of the opinion that it is contributing to the productivity and growth of Tema Port. However, it needs to be improved upon.

The researcher has therefore made some recommendations to management and Personnel/Administrative Department to help improve performance appraisal program thereby increasing staff performance and largely contributing effectively to the productivity and growth of Tema Port. The researcher also suggests that further research on topic should consider a larger sample size.

5.3 Recommendations

From the above findings, it is important that Tema Port needs to take a second look at its performance appraisal system so as to make it more effective to achieve the purpose for which it was instituted. In this regard, the researcher has recommended the following which Management of Tema Port and the Personnel Department need to take into consideration when implementing appraisal programme.

5.3.1 Performance appraisal policy

First and foremost the researcher commends the Management of Tema Port for having a performance appraisal policy at the Port which aimed at improving employee performance and largely contributing to productivity and growth of Tema Port. Performance of every employee in an organization contributes to higher productivity and growth. It is therefore important that Management of Tema Port should put all the necessary structures in place to make it successful.

5.3.2 Involvement of stakeholders

The study has revealed that stakeholders were not involved in designing performance appraisal at Tema Port. During the design and implementation of appraisal programme therefore all the stakeholders such as managers/supervisors, employees, and consultants should be involved in the process. This will to a large extent educate supervisors and employees on the performance appraisal programme and help the appraisal system to be successful. This will also go a long way to motivate both appraisers and appraisees.

5.3.3 Provision of feedback

The study revealed that feedback was not given to all appraisees and also it was not consistent. It is therefore recommended that feedback should be given to all appraisees since it is an important component of performance appraisal. This will enable appraisees attach great importance to the

programme thereby ensuring that it becomes successful. Also, the Personnel Department should endeavour to have a specified period and make it a policy for all Units and Department to provide feedback to subordinates or appraises.

5.3.4 Fairness and impartial during appraisal

The study revealed that the appraisal process was sometimes characterized by biases and impartiality. It is recommended that appraises should be involved in the design of appraisals as stated earlier. By doing so, they become well educated on the appraisal process. In addition, appraisers should be educated on the need to be fair during appraisals so that performance appraisal is seen by all employees at Tema Port as an important exercise. This will go a long way to reduce the unpleasant relations after appraisal to the minimum and also reduce the tendency for unfairness and impartialities.

5.3.5 Training of all appraisers

Again it was revealed from the study that not all the appraisers had formal training in order to appraise their subordinates. It is recommended that the Personnel and Administrative Department of Tema Port should make it a matter of policy to ensure that every supervisor should have a form of formal training on how to appraise. This will help in ensuring that the programme becomes successful.

5.3.6 Involvement of subordinates in setting targets

It came to light that some subordinates were not involved in setting goals or targets before commencement of task. It is therefore recommended that all supervisors of Tema Port should be educated on setting targets for their subordinates at the commencement of every task and also involve their subordinate during the process.

5.3.7 Appraisal report

The study revealed that there were no appraisal reports as an official document for the Authority. It is recommended that the Human Resource Department of Tema Port should endeavour to have a yearly appraisal report as this will serve as an official appraisal document which will be very useful to the Authority.

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APPENDIX A

KNUST SCHOOL OF BUSINESS

QUESTIONNAIRE FOR TEMA PORT

This questionnaire is an attempt to help the researcher to assess the performance appraisal situation in Tema Port. Please be specific and answer the questions as accurately as you can. Please do not discuss any part of these questionnaires with your fellow workers before you fill it. The researcher is interested in your personal views. Please be assured that your views and responses will be treated as confidential.

Questionnaire for Appraisers/Managers/Supervisors

1. Sex male [] female []
2. Age 26-30 [] 31-35 [] 36-40 [] 40 and above []
3. Number of years in the Port.
5-8 [] 9-12 [] 13-16 [] 17-20 [] 20 and above
4. Position/Rank held
5. Do you have any performance appraisal program in Tema Port?
Yes [] No []
6. If yes to Q5, which of the methods do you use?
 - i. Narrative []
 - ii. Critical incident []
 - iii. Behaviorally Anchored Rating Scale (BARS) []
 - iv. Mixed – standard scales []
 - v. Checklist []

vi. Management By Objectives (MBO) []

vii. Others, specify

7. How many times do you appraise your subordinates in a year?

i. Quarterly []

ii. Every six months []

iii. Annually []

8. Do you set goals / targets for your subordinates during the performance of their duties?

Yes [] No []

9. In designing the appraisal scheme of Tema Port, do you play a crucial role in determining its contents and duration?

Yes [] No []

10. If No to Q9, who are responsible for designing the performance appraisal program?

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11. Do you involve your subordinates in setting goals/Targets?

Yes [] No []

12. Do you review your subordinates' performance with them?

Yes [] No []

13. If yes, how do you do it?

.....
.....

.....
14. Do you give feedback to your subordinates after appraisal?

Yes [] No []

15. If yes, how long does it take?

- i. One months []
- ii. Two months []
- iii. Three months []
- iv. Four months []
- v. Six months []
- vi. The following year []
- vii. Others specify

16. How often do you contact your subordinates during the performance of their task?

- i. Very often []
- ii. Not very often []
- iii. Not at all []

17. What kind of decision does management take on the feedback of appraisals?

- i. Promotion []
- ii. Pay increase []
- iii. Training decision []
- iv. Re-engagement of task []
- v. Demotion []
- vi. All the above except (v) []
- vii. None of the above []

18. Have you ever had a formal training before appraising your subordinates?

Yes [] No []

19. What challenges do you face when appraising your subordinates?

.....

.....

.....

20. What relationship exists between you and your subordinates before appraisal commences?

i. Formal []

ii. Informal []

21. From your point of view, does performance appraisal motivate your subordinates?

Yes [] No []

22. Give reasons for either Yes or No

a) Reasons for Yes

.....

.....

.....

b) Reasons for No

.....

.....

.....

23. What has been the performance of Tema Port in relation to performance appraisal for the past four (4) years?

- i. Performance has improved []
- ii. Performance has fallen []
- iii. Performance has remained normal []

24. How do you perceive performance appraisal in Tema Port?

- i. Waste of time []
- ii. Very useful []
- iii. Should be removed []
- iv. Other reasons, please specify

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25. Has performance appraisal had an impact on the growth of Tema Port?

Yes [] No []

26. How will you rate the growth of Tema Port as a result performance appraisal

- i. Excellent []
- ii. Very Good []
- iii. Good []
- iv. Average []

27. Please you could spell out any other comment in relation to performance appraisal in Tema Port.

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APPENDIX B

KNUST SCHOOL OF BUSINESS

QUESTIONNAIRE FOR TEMA PORT

This questionnaire is an attempt to help the researcher to assess the performance appraisal situation in Tema Port. Please be specific and answer the questions as accurately as you can. Please do not discuss any part of these questionnaires with your fellow workers before you fill it. The researcher is interested in your personal views. Please be assured that your views and responses will be treated as confidential.

Questionnaire for Appraisees

1. Sex Male [] Female []

2. Age 26-30 [] 31-35 [] 36-40 [] 40 and above []

3. Number of years in the Port
5-8 [] 9-12 [] 13-12 [] 17-20 [] 20 and above

4. Position held

5. Have you ever been appraised for your performance?
Yes [] No []

6. If yes to Q5, how many times are you appraised in a years?
Quarterly (i.e. after every 4 months) []
Every six months [] Once in a year []

7. Does your supervisor set targets for you in the performance of your work?
Yes [] No []

8. If yes, does he/she involve you in setting the target? Yes [] No []

9. Does your supervisor review your performance with you?

Yes [] No []

10. If yes to Q8, how do you do it?

.....

.....

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11. Does your supervisor provide you with feedback after appraisal?

Yes [] No []

12. If yes, how long does it take?

- i. One month after appraisal []
- ii. Two months after appraisal []
- iii. Three months after appraisal []
- iv. Four months after appraisal []
- v. Six months after appraisal []
- vi. The following year []

13. Does your supervisor contact you when you are performing your work?

Yes [] No []

14. How often does he/she contact you?

- i. Very often []
- ii. Not very often []
- iii. Not at all []

15. What action does management take after your appraisal?

- i. Promotion []
- ii. Pay increase []
- iii. Training []
- iv. Demotion []
- v. All the above except (iv) []
- vi. None of the above []
- vii. Others specify

16. What relationship exists between you and your supervisor before appraisal period?

- i. Formal []
- ii. Informal []

17. From your point of view, does performance appraisal motivate you to work harder?

- Yes [] No []

18. Give reasons for either Yes or No

a) Reasons for Yes

.....

.....

.....

b) Reasons for No

.....

.....

.....

19. How do you find performance appraisal scheme in Tema Port?

- i. Waste of time []
- ii. It is useful []
- iii. It should be removed []

iv. If other reasons specify

20. Has performance appraisal had any impact on your performance?

Yes []

No []

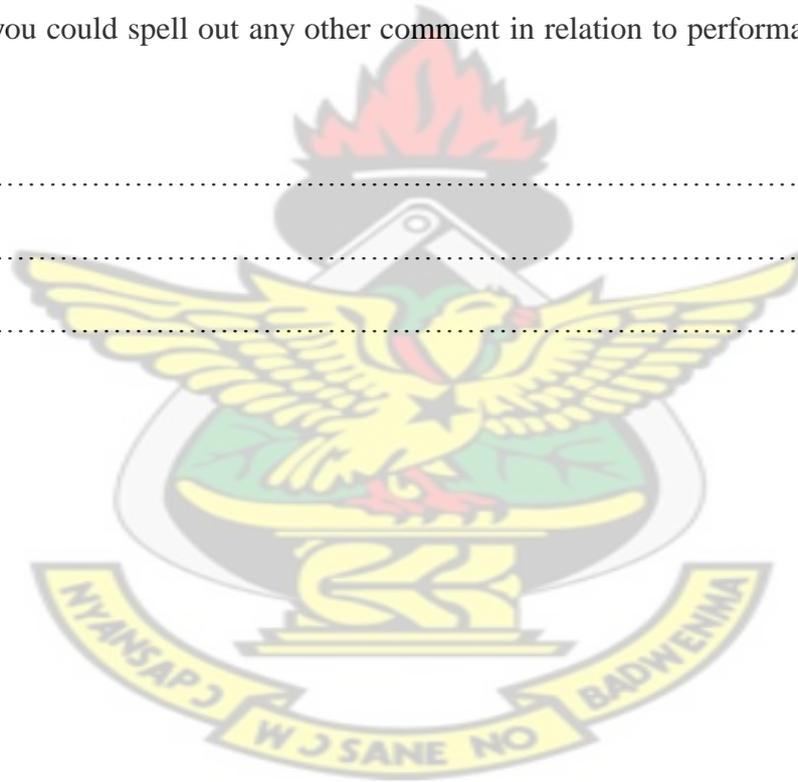
21. In your opinion does performance appraisal contribute to the productivity and growth of Tema Port?

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22. Please you could spell out any other comment in relation to performance appraisal in Tema Port.

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APPENDIX C

TEMA PORT LAYOUT

