

## ASSESSMENT OF THE EFFECTIVENESS OF PERFORMANCE APPRAISAL ON WORK PRODUCTIVITY: A CASE STUDY OF KUMASI POLYTECHNIC

Mavis Mensah Senyah<sup>1</sup>, Rosemary Boateng Coffie<sup>2</sup> and Kwadwo Adu-Pakoh<sup>1</sup>

<sup>1</sup>Garden City University College, School of Business, Managerial Sciences Department, P O Box KS 12775, Kumasi-Ghana

<sup>2</sup>Kwame Nkrumah University of Science and Technology, School of Business, Human Resource and Organization Development, Private Mail Box, Kumasi- Ghana

---

**ABSTRACT:** *Performance appraisals allow the organization to tell the employee something about their rates of growth, their competencies, and their potentials. The absence of effective performance appraisal is a fundamental cause of low output of staff to work. This study outlines the benefits that can be derived from the use of the performance appraisal system if it is properly administered to workers on the campus of Kumasi Polytechnic. It was found out that performance appraisal influences performance positively. However, the researchers realized that performance appraisal is mostly undertaken on annual basis at the workplace. Again, it was also realized that Kumasi Polytechnic uses rating scale, descriptive system and management by objective system methods of appraisal to evaluate employees. It was also realized that management by objective is the mostly used method. Hence, it showed that appraisal is conducted annually in the institution. Finally, we realized from the research that performance appraisal has got much influence on job performance of Kumasi Polytechnic employees.*

**KEYWORDS:** Theory, Perception, Feedback, Leniency, Halo, Prejudice

---

## INTRODUCTION

### Background to the Study

Performance appraisal is a systematic and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives. It is also a method of estimating the level of achievement or success of staff in an institution with the objective of improving their performance. Performance Appraisal is typically conducted annually. The interview could function as "providing feedback to employees, counselling and developing employees, conveying and discussing compensation, job status, or disciplinary decisions".

The annual performance appraisal of staff employed in the various higher institutions of learning if properly carried out could go a long way to improve the performance of staff in those institutions. A good appraisal system is tailored to enable workers to report to work regularly and on time and also give off their best. Performance appraisal can also be a useful tool in the hands of management to help orient newly employed staff as well as improve the work performance of below average workers.

Performance appraisals are one of the most important requirements for successful business and human resource policy (Kressler, 2003). Rewarding and promoting effective performance in organizations, as well as identifying ineffective performers for developmental programs or

other personnel actions are essential to effective human resource management (Pulakos, 2003). The ability to conduct performance appraisals relies on the ability to assess an employee's performance in a fair and accurate manner. Evaluating employee performance is a difficult task.

Once the supervisor understands the nature of the job and the sources of information, the information needs to be collected in a systematic way, provided as feedback, and integrated into the organization's performance management process for use in making compensation, job placement, and training decisions and assignments (London, 2003).

Performance appraisals have been conducted since the times of Aristotle (Landy, Zedeck, Cleveland, 1983). The earliest formal employee performance appraisal program is thought to have originated in the United States military establishment shortly after the birth of the republic (Lopez, 1968). The measurement of an employee's performance allows for rational administrative decisions at the individual employee level. It also provides for the raw data for the evaluation of the effectiveness of such personnel- system components and processes as recruiting policies, training programs, selection rules, promotional strategies, and reward allocations (Landy, Zedeck, Cleveland, 1983). In addition, it provides the foundation for behaviourally based employee counselling. In the counselling setting, performance information provides the vehicle for increasing satisfaction, commitment, and motivation of the employee. Performance appraisals allow the organization to tell the employee something about their rates of growth, their competencies, and their potentials. There is little disagreement that if well done, performance appraisal and feedback can play a valuable role in effecting the grand compromise between the needs of the individual and the needs of the organization (Landy, Zedeck, Cleveland, 1983).

### **Statement of the Problem**

In spite of the foregoing, not much is encountered in literature regarding empirically documented works about the effectiveness of performance appraisal on work productivity. This void in literature needs to be filled in order to increase our understanding of the relative effectiveness of performance appraisal on work productivity. However, there has not been much assessment on the effectiveness of performance appraisal regarding their importance to work productivity. In view of this, the present study was undertaken to provide feedback information regarding the effectiveness of performance appraisal on work productivity, while at the same time attempting to fill the identified gap in literature (Donkor, 2010). The annual appraisal system as being operated currently in Kumasi Polytechnic has some problems which need to be tackled;

However, in Kumasi Polytechnic performance appraisals are inconsistent. Faculties have evolved their own unique legacy procedures and practices over the years. More importantly, there is not a unifying philosophy in implementing the various processes in the system. In years where merits are not available, some supervisors do not find the value in providing input or writing a review when the staff person does not get a raise. This is the mindset that needs to be changed because the yearly appraisal is only a small part of managing performance. Rather than thinking of this process as a once a year task, performance appraisal system should be thought of as a holistic approach to optimizing human capital that enables an organization to implement short, and long-term results by building culture, engagement, capability, and capacity through integrated talent acquisition, development, and deployment processes that are aligned with the business goals of the polytechnic.

Another area of concern worth examining is the lack of feedback in the appraisal system as is currently being operated in Kumasi Polytechnic. . In view of the situation the main problem of this study was the effectiveness of performance appraisal on work productivity in Kumasi Polytechnic.

### **Objectives of the Study**

The main objective of the study is to assess the effectiveness of the system of appraising performance in Kumasi Polytechnic and the extent to which management has found it applicable in improving work standards. Furthermore, the study aims at the following specific objectives:

- To study the various types of performance appraisal methods being used in Kumasi Polytechnic.
- To evaluate the fairness in the appraisal system at Kumasi Polytechnic.
- To examine the benefits of performance appraisal as far as the development of staff is concerned.
- To ascertain the changes that needs to be effected in the performance appraisal system.

### **Research Questions**

To help achieve a comprehensive study, the following questions will be answered.

1. What are the types of performance appraisal methods being used in Kumasi Polytechnic?
2. How fair is the performance appraisal system at Kumasi Polytechnic?
3. What have been the benefits of the performance appraisal system as far as the development of staff is concerned.
4. What changes need to be effected in the employee appraisal system at Kumasi Polytechnic?

### **Significance of the Study**

It is hoped that the outcome of the study would help to improve on the performance appraisal at Kumasi Polytechnic and also help management to identify appropriate in-service training for the various categories of staff at the Registrar's Department to deal with appraisal adequately.

It is also the aim of this study to incorporate useful views and suggestions made by heads of departments/sections during the appraisal interviews to improve on the work standards or work ethics in Kumasi Polytechnic.

## **RESEARCH METHODOLOGY**

The research design used was the survey method. The Survey method is the technique of gathering data by asking questions to people who are thought to have desired information. A formal list of questionnaire is prepared. Generally, a non-disguised approach is used. The respondents are asked questions on their demographic interest opinion. This was because the research sought to solicit the views and opinions of a cross section of members of staff on the performance appraisal system as existed in Kumasi Polytechnic. The study targeted the staff of Kumasi Polytechnic. The population of the Polytechnic staff is about three hundred (300). The

breakdown is as follows: one hundred (100) senior members, eighty (80) are in administration and a hundred and thirty (130) are lecturers. In order to have credible results the stratified sampling methods were used to sample the views of fifty (50) senior members, made up of thirty (30) senior members in administration and twenty (20) lecturers, the reason for sampling the views of both administrators and lecturers is that, some of the administrative staff worked under senior members in administration and others also worked under heads of departments who are also lecturers.

In order to obtain much information, the researchers considered relevant methods or techniques of collecting data such as questionnaires in the case study, interviews and relevant books in the library. The instruments for data collection were questionnaires and interviews. These instruments were chosen because the respondents are made up of literate and illiterate population. The questionnaires were administered to the literate sample and the interview schedule was used for the illiterate sample. To have a good presentation and ensure easy understanding and clarification of information collected or gathered. The study used tables in analysing the responses collected from respondents, the frequency of responses were tabulated and percentages of the frequencies were calculated to find the general opinion of staff of the polytechnic to questions posed.

## **LITERATURE REVIEW**

### **Performance Appraisal Defined**

Performance appraisal is a structural formal interview between subordinate and superior that usually takes the form of periodic interview (annually or semi-annually) in which the work performance of the subordinate is examined and discussed, with the view to identifying the weakness and strength as well as opportunity for skills and development (Decenzo and Robbins, 1995). Performance appraisal is “the process of observing and evaluating an employee’s performance, recording the assessment and providing feedback to the employees” (Daft and Marcic, 1998). Performance appraisal is “a formal assessment of how well employees are doing their job”. Performance refers to the degree of accomplishment of the task that makes an employee’s job. It reflects how well an employee is fulfilling the requirement of the job. Thus employees’ performance should be evaluated regularly for many reasons. Some of these reasons are;

- It aids in making decisions about pay raises, promotions and training.
- To provide feedback to employees to help them improve their performance and plan future careers. (Griffin, 1999)

Douglas McGregor in his book, ‘The Human side of Enterprise’ published in 1960 has examined theories on behaviour of individuals at work, and has formulated two models which he calls Theory X and Theory Y assumptions. Theory X says that the average human being has an inherent dislike for work and will avoid it if he can. He goes further to say that because of their dislike for work; most people must be controlled and threatened before they will work hard enough. The Theory Y, on the other hand assumes that the expenditure of physical and mental effort in work is as natural as play or rest. It states further that control and punishment are not only ways to make people work, man will direct himself if he is committed to the aims of the organisation. Price (2004) has defined performance appraisal as “a way of formally

assessing the progress of employees with the objective of improving their performance” To him, the annual performance appraisal can be a daunting task for both Administrators and Employees, unless you have procedures in place that are relevant and easy to administer. The secret from the Administrators point of view to making performance appraisal a meaningful exercise is to prepare well in advance. The preparation should involve progress meetings, data gathering, observing employee performance, and talking to employees. Cole (1995) has suggested that “all employees shall be entitled to at least one formal appraisal from their immediate superior each year during which meeting the individual employees shall have the opportunity to discuss past performance, present progress and further prospects.

### **The Need for Appraisals.**

Performance Appraisal helps to improve upon the performance of staff which also goes to improve upon the overall performance of the organisation. Performance appraisal can also develop a greater degree of consistency through regular feedback on performance. It helps to reveal problem areas which restrict progress and cause inefficiency. It can also identify an individual’s strength and areas of development and indicate how such strengths may be utilized and weaknesses worked upon.

The different purposes of appraisal system frequently conflicts. Appraisal can be used to improve current performance, provide feedback, increase motivation, identify training needs, identify potentials, let individuals know what is expected of them and help them focus on career development. It can be used to provide information for Human Resource Planning and career succession. An appraisal according to Rendell et al (1984) may wish to discuss job related problems but is very cautious about what she says because of not wanting to jeopardise possible pay rise.

The purpose and nature of the appraisal should be made clear to both the appraiser and appraised. Weitzel (2000) sees performance appraisal as a power sharing exercise. To succeed it must be a corporative and constructive endeavour with inputs by both staff and supervisors. Also the system should focus on the strengths and accomplishments of staff rather than their faults and failures. The appraisal should lead to a plan for the future development and progress of the individual. Top management should be fully committed to the concept of appraisal. They should ensure that there is consultation with Union Representatives and all members of staff. Employee renews his or her interest in being a part of the organization now and in the future. Training needs are also identified. Time is devoted to discussing quality of work without regard to money issues. Supervisor becomes more comfortable in reviewing the performance of employees. Employees feel that they are taken seriously as individuals and that the supervisor is truly concerned about their needs and goals. (Randi, Toler, Sachs, 1992).

### **Determinants of Performance**

According to Bue and Byars (2005) “job performance is the net effect of an employee’s effort as modified by abilities, role perceptions, and efforts”. This implies that performance in a given situation can be viewed as resulting from the interrelationship among efforts, abilities and role perceptions.

- Abilities are personal characteristics used in performing a job. Abilities usually do not fluctuate widely over a short period of time.

- Efforts are the resulting factor of being motivated; it refers to the amount of energy an employee uses in performing a job.
- Role perception refers to the direction in which employees believe they should channel their efforts on their job.

### **Causes of Poor Performance**

- Absenteeism and Lateness: Absenteeism is when an employee does not come to work base on certain reasons that may be tangible or intangible whilst lateness is considered to be the rate at which an employee comes to work after the actual time schedule for reporting to work.
- Lack of ability or knowledge: Employees' performance can be attributed to lack of knowledge. If employee with low knowledge is employed, it is very difficult for him or her to accomplish task that he or she does not know much about.
- Alcoholism and drug abuse, medical problems and stress are some of the contributing factors to poor performance in an organization.

### **Principles of Performance Appraisal**

Research has unearthed three substantiated psychological principles upon which performance appraisal rests. These are

- The provision of feedback
- Clear and attainable goals and
- The involvement of staff in the setting of tasks and goals

These principles have wider relevance and they go further than mere improvements in an individual's culture by contributing to broader goals of creating satisfaction of workers in the organisation. Another important principle in performance appraisal is that both the appraiser and the appraised should have clear ethical principles such as trust and openness. The appraiser should make an honest appraisal such as appraising on the basis of sufficient and relevant information, and also both written and oral appraisals must be consistent. Under no circumstances should there be inconsistency in what a sectional head says about a subordinate and what they write about them.

Two Questions to be addressed in the Performance Appraisal System are:

1. Who should be appraised?
2. And who should undertake the appraisal.

The simple answer to the first question is that all members of staff should be appraised. These include staff in managerial, administrative and technical positions as well as manual workers both skilled and unskilled.

Concerning the second question of who should undertake the appraisal, different opinions have been expressed on the matter. One school of thought believes that the immediate sectional head by virtue of the fact that they assigned duties to the staff being appraised are well placed because of their close working relationship with the staff concerned. They also have the necessary knowledge and information to assess staff under them. The other school of thought however believes that appraisal should be carried out by higher authorities who have the professional capacity to appraise staff. The appraisal system should be related to the corporate

objective of the organisation and it should be designed to suit its culture and requirements. The system should be integrated with personnel policies and practices such as its human resource planning and development programmes.

### **Preparing for the Annual Appraisal**

There has to be adequate preparations before the annual appraisal. The previous appraisal forms would have to be studied carefully, performance ratings would have to be checked and supervisor's views sought in order to ensure that everything needed for the objectives set are achieved.

A form specially designed to be completed by both employees and heads of sections/departments are distributed to all staff of the organisation to be filled for the appraisal interview.

The appraisal forms which are set into different parts seeks to obtain information on

- The job outline
- Job related activities
- Assessment of performance
- Development and training
- Feedback
- Third party opinion

The completed form should be signed by both the appraiser and the appraised before it is submitted to the personnel section for final approval. Even though many organisations appraise their staff on an annual basis, sight should not be lost of the fact that a good performance appraisal system should be a continuous one, especially for staff who have just been promoted and newly employed staff, proper guidelines should be put in place to monitor the extent to which they have been able to cope with the schedule of duties which have been allocated to them.

### **Feedback**

The provision of feedback in the performance appraisal system is very important; however we now have what is called the 360 degree feedback. This method of feedback involves an appraisal and feedback from different groups within the work situations made up of peers, subordinates, bosses and even customers. The idea is to obtain a broader appraisal which covers all aspects of the working relations of the staff to be appraised including how they relate to their bosses, peers, students and outsiders. And also qualities such as leadership, teamwork, decision making and services rendered to outsiders. To ensure an effective performance system, monitoring and follow up action should be a regular feature. This is an important way of achieving the right feedback from both heads of sections/departments so that any findings can be incorporated into the system. Additionally, the appraisal should be kept under continual review and where necessary modified to meet changing environmental influences of the organisation.

### **Errors in Performance Appraisal**

According to Bue and Byars (2005) several errors have been identified in performance appraisals. These are:

- **Leniency:** It is the grouping of ratings at the positive end of the performance scale instead of spreading them throughout the scale.
- **Central tendency:** This occurs when the performance appraisal statistics indicates that most employees are evaluated similarly as doing average or above-average work.
- **Recency:** It comes when the performance evaluations are based on work performed recently, generally work are performed one or two months before evaluation.

**Leniency, central tendency and recency** errors make it difficult, if not impossible, to separate the good performers from the poor ones. In addition, these errors make it difficult to compare rating from different managers. For example, it is possible for a good performer who is evaluated by a manager for committing central tendency errors to receive a lower rating than a poor performer who is rated by a manager for committing leniency errors.

- **Halo Effect:** This occurs when managers allow a single prominent characteristic of employees to influence their judgment on each separate item on the performance appraisal. This often results in the employee receiving approximately the same rating on every item.
- **Personal performance, prejudice and biases** can also cause error in performance appraisals. Managers with prejudices or biases tend to look for employee behaviour that conforms to their biases.
- **Appearances, social status, dress, race and sex** have influenced many performance appraisals. Managers have also allowed first impressions to influence later judgment of an employee. First impressions are only a sample of behaviour. However, people tend to retain these impressions even when faced with contradictory evidence.

### Steps in Appraising Performance

To Nickels et al (2005), the following steps must be followed for clear understanding of what performance appraisal entails. These steps are;

- **Establishing Performance Standards:** This is a crucial step. Standards must be understandable subject to measurement and be reasonable. They must be accepted by both the manager and the subordinates.
- **Communicating those standards:** Often, managers are sure that employees know what is expected of them, but such assumptions are dangerous at best. Employees must be told and precisely what the standards and expectations are and how they are to be met.
- **Evaluating Performance:** If the first two steps are done correctly, performance evaluation is relatively easy. It is a matter of evaluating employee's behaviour to see if it matches standards.
- **Discussing result with employees:** Initially, most people will make mistakes and fail to meet expectation, as it takes time to learn a new job and does it well. Discussing an employee's success and areas that need improvement can provide managers with an opportunity to be understanding and helpful and to guide the employee to better performance. Moreover, the performance appraisal can be good source of suggestion on how a particular task could be better performed.
- **Taking Corrective Action:** As an appropriate part of the performance appraisal, a manager can take corrective action or provide corrective feedback to help the employee perform his or her job better. The primary purpose of conducting this type of appraisal is to improve employee performance if possible.

- **Using the Result to Make Decision:** Decision about promotion, compensation, additional training and firing are all based on performance evaluation. An effective performance appraisal system is a way of satisfying certain legal concerning such decision.

### Methods for Appraising Employees

Again, Bue and Byars (2005) commented that “performance appraisal is an evaluation in which the performance level of employees is measured against established standard to make decision about promotions, compensation, additional training or firing”. Performance appraisal consist of three main methods, these are:

- **Rating System Method:** It is the method of appraisal where employees are rated on a scale against certain characteristics such as excellent, very good, good, satisfactory, fair and poor. Rating methods of appraisal often ends to cluster in the middle that is between excellent and poor. Rating methods also has a halo impact that is, on graded characteristics is likely to influence another. This is because any performance factor considered by management to be acceptable, the manager reiterates the required standards and agreement is reached on steps to improve performance or if an appraisal rates work knowledge as very good, it will be difficult for him to rate work output as poor. The rating has thus been found to be an inappropriate method unless the rating characteristics have been adequately explained.
- **Descriptive Method:** This system of appraisal requires the appraiser to give a rating profile on the performance of appraisee on his achievement and failures, that is, his strength and weaknesses. The main advantage with this method is that, the appraiser is free to write a detailed assessment of the appraisee. The limiting factor here is that, if the appraiser has not got control over the language he is using to conduct the appraisal, as a result he may not be able to give fair assessment of the employee being appraised. If the appraisee is not highly favoured by the appraiser, they later may live information which may be detrimental to appraisee.
- **Management by Objective (MBO):** This method is based on the principle of management by objective where the appraiser and the appraisee lay down standards or target to be achieved. Appraiser actual performance is measured against the standards or target set at the end of a specific period. This system serves as motivation to influence appraisee to achieve the target or standard set because it is noted to raise the morale of employees and for that matter the appraisee since he is involved in the whole processes of appraisal. In most cases appraising employees generally takes one year. But it will be advisable for management to conduct interviews purposely for employees’ appraisal.

## RESULTS AND DISCUSSIONS

### Staff who have been appraised

**Table 3.1: Have you been appraised in this Polytechnic?**

RESPONDENTS	FREQUENCY	PERCENTAGE
Yes	50	100%
No	-	-
<b>Total</b>	<b>50</b>	<b>100%</b>

**Table 3.1 shows that all the respondents had been appraised in Kumasi Polytechnic.**

### Methods of Appraising Employee Performance

**Table 3.2: What are the Methods of appraising employee performance?**

METHODS	FREQUENCY	PERCENTAGE (%)
RATING SCALE	12	24
DESCRIPTIVE	13	26
MANAGEMENT BY OBJECTIVE (MBO)	25	50
<b>TOTAL</b>	<b>50</b>	<b>100</b>

Table 3.2 above indicates the methods of appraising employees' performance. It was found out that the institution uses management by objective (MBO) to appraise employees mostly.

### The Conduct of the Appraisal Process in Kumasi Polytechnic.

**Table 3.3: How is the appraisal conducted on Kumasi Polytechnic?**

ITEM	FREQUENCY	PERCENTAGE
The HOD does the assessment and asks me to sign.	13	26%
I fill the first part and give it to the Head to complete the rest.	22	44%
My supervisor conducts an interview session with me as he fills the form.	3	6%
I do not see the appraisal form.	-	-
I do not see what my head writes. I only sign my portion of the form.	12	24%
<b>Total</b>	<b>50</b>	<b>100</b>

Table 3.3 above shows that thirteen (13) of the respondents representing 26% indicated that the Head of department does the assessment and ask them to sign. Twenty two (22) respondents representing 44% said they fill their part of the appraisal form before giving it to their heads of departments to finish with the rest. Only three (3) representing 6% said their supervisors conducted the appraisal interview session with them as forms were being filled. Twelve (12) respondents representing 24% said they did not see what their heads of department writes but only sign a portion of the form.

**The Influence of Appraisal on Performance.****Table 3.4: Does appraisal influence performance positively?**

<b>RESPONDENTS</b>	<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>
YES	35	70
NO	15	30
<b>TOTAL</b>	<b>50</b>	<b>100</b>

Table 3.4 above shows the influence of appraisal system on performance. It was found out that the level at which appraisal influences performance is high.

**The Level of Favouritism on the Appraisal Process.****Table 3.5: Is there any favouritism in conducting performance appraisal?**

<b>FAVOURITISM LEVEL</b>	<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>
YES	19	38
NO	31	62
<b>TOTAL</b>	<b>50</b>	<b>100</b>

Table 3.5 indicates the level of favouritism in conducting performance appraisal in Kumasi Polytechnic.

**How often Performance Appraisal is undertaken at the Work Place.****Table 3.6: How often is employees appraised at the work place?**

<b>FREQUENCY OF APPRAISAL</b>	<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>
ANNUALLY	25	50
SEMI- ANNUALLY	15	30
QUARTERLY	10	20
MONTHLY	0	0
<b>TOTAL</b>	<b>50</b>	<b>100</b>

Table 3.6 indicates the frequency or time interval at which performance appraisal is undertaken at the polytechnic. It was found out that performance appraisal is mostly undertaken annually and sometimes on quarterly bases but does not take place monthly at all.

**Performance Appraisals as an Ongoing Process in the Institution.****Table 3.7: Is performance appraisal an ongoing process in Kumasi Polytechnic?**

<b>APPRAISAL AS AN ON GOING PROCESS</b>	<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>
YES	36	72
NO	14	28
<b>TOTAL</b>	<b>50</b>	<b>100</b>

Table 3.7 above explains or indicates whether employees' performance appraisal is an ongoing process in the company. It was found that performance appraisal is an ongoing process in the institution.

### Feedback Information on Performance Appraisal.

**Table 3.8: Is feedback information received after performance appraisal?**

<b>FEEDBACK INFORMATION</b>	<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>	<b>DEGREE</b>
YES	25	50	180
NO	25	50	180
<b>TOTAL</b>	<b>50</b>	<b>100</b>	<b>360</b>

Table 3.8 explains or indicates whether or not employees or appraisees receive feedback information on their respective performance appraisal. It was found out that 50% receive feedback and the rest 50% does not receive feedback on the appraisal system.

### Identification of Strengths and Weaknesses on Performance Appraisal.

**Table 3.9: Is performance appraisal helpful in identifying strengths and weaknesses?**

<b>IDENTIFICATION</b>	<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>	<b>DEGREE</b>
STRENGTHS (YES)	35	70	252
WEAKNESSES (NO)	15	30	108
<b>TOTAL</b>	<b>50</b>	<b>100</b>	<b>360</b>

Table 3.9 tries to indicate or identify the weaknesses and strengths in conducting performance appraisal. It was found out that there is much strength in conducting performance appraisal as compared to weakness.

### Assessment of Performance in relation to Appraisal.

**Table 3.10: How is performance assessed in relation to appraisal at the Polytechnic?**

<b>ASSESSMENT LEVEL</b>	<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>
EXCELLENT	9	18
VERY GOOD	20	40
GOOD	15	30
AVERAGE	6	12
<b>TOTAL</b>	<b>50</b>	<b>100</b>

Table 3.10 interpret or identify how employees assess their performance in relation to appraisal. It was realized that most employees' assess their performance as very good and least assess as average in relation to appraisal.

**General View of the Appraisal System as it exist in Kumasi Polytechnic.****Table 3.11: What is your general view of the appraisal system?**

ITEM	FREQUENCY	PERCENTAGE
Excellent	1	2%
Very good	10	20%
Good	23	46%
Fair	9	18%
Poor	7	14%
<b>Total</b>	<b>50</b>	<b>100</b>

Table 3.11 showed the most diverse opinions expressed on how respondents viewed the general polytechnic appraisal system. Of the 50 respondents one (2%) said it was excellent, 10 representing 20% said it was very good and 23 representing 46% said that it was good. 9 representing 18% said it was fair and 7 representing 14% said it was poor.

**Changes that should be effected in the Appraisal Process.****Table 3.12: Should there be changes that should be effected in the appraisal process?**

THE NEED FOR CHANGE	FREQUENCY	PERCENTAGE (%)
YES	25	50
NO	25	50
<b>TOTAL</b>	<b>50</b>	<b>100</b>

Table 3.12 explains or indicates whether changes should be effected in the appraisal process. It was found out that 50% said there should be changes whilst the remaining 50% said there is no need for change.

**SUMMARY, CONCLUSIONS AND RECOMMENDATIONS****Findings and Discussions**

The following constituted the major findings of the study:

The annual performance appraisal in Kumasi Polytechnic has been become an annual routine which does not attract the desired respect and attention it should have. This could largely be due to the fact that recommendation made at the appraisal interviews are not implemented by the personnel section. Even though there is a column for staff development on the appraisal forms there is absolutely no link between the recommendations on the annual appraisal form and the development needs of the individual staff that have been recommend. If a member of staff wishes to apply promotion or study leave they would have to fill a fresh set of forms for that purpose.

Another finding of the study was rather weak feedback processes to the appraisal system. To a question concerning if there was any feedback from supervisors of the personnel section. Twenty-five (25) respondents representing fifty (50%) said there was no feedback from their supervisors or the personnel section. It could be seen that this was a very weak link in the whole appraisal system as is currently exist Kumasi Polytechnic.

## SUMMARY

The absence of effective performance appraisal is a fundamental cause of low output of staff to work. This project outlines the benefits that can be derived from the use of the performance appraisal system if it is properly administered to workers on the campus of Kumasi Polytechnic. The project traces the need for the evaluation process of been streamlined, proper procedures put in place and the need to create awareness in the staff of the institution to know what is expected of them. Performance appraisal, if properly constituted enhances planning and proper scheduling of work; it also examines the ways and means of assisting newly employed staff to find their feet in their new environment because the orientation programme which is used to introduce them to their new offices can be viewed subset of the whole annual performance appraisal system.

The appraisal system also calls for accountability on the path of both staff and supervisor, since they are made aware of what is expected of them. Supervisors who at the end of the year are called upon to assess their subordinates would be expected to show leadership by example, whilst subordinate are also expected to do their work without being asked to, they would also be expected to exercise a lot of initiatives in their duties.

It was found out that performance appraisal influences performance positively. However, the researchers realized that performance appraisal is mostly undertaken on annual basis at the workplace. Time factor was another hindrance since the researcher had to combine work and studies making it difficult to follow up on some of the issues that needed to be followed up like the collection of questionnaires, and time allotted for the interview.

The system of measurement to be adopted in ranking the performance of staff was another hindrance because there was no easy way of getting one system that could be used to measure the standard of performance of all the staff at the polytechnic

## CONCLUSION

It is now appropriate to draw out the main conclusions of the study:

From the study, findings and analysis showed that favoritism has not got much influence in appraising performance. Again, it was also realized that the company uses rating scale, descriptive system and management by objective system methods of appraisal to evaluate employees. From the analysis, it was realized that management by objective is the mostly used method. Hence, it showed that appraisal is an ongoing process in the company.

Another finding also revealed that 50% of the respondents received feedback information while the rest 50% do not. Finally, we realized from the research that performance appraisal has got much influence on job performance. In other words, it was realized that appraisal has got a positive influence on performance.

## REFERENCES

Azila- Gbetteor E.M. (2008) *Research Methods for HND Accountancy Students*: Dickwin Printing Press, Ho.

- Bue W.L. and Byars L.L. (2005, 11<sup>th</sup> edition) *Management: Skills and Application*: McGraw-Hill/ Irwin Inc.
- Cole, G. A. (1996) *Management Theory and Practice*, 5<sup>th</sup> Edition ELBS Publications.
- Decenzo, D. A. & Robbins, S. P (2007). *Fundamentals Of Human Resource Management* (9<sup>th</sup> ed.) Hoboken, New Jersey: John Wiley & Sons, Inc.
- Donkor et al (2010), "*Teach yourself research methods*": (2<sup>nd</sup> edn) Kumasi printing press
- Douglas, M. G. (1960) *The Human side of Enterprise*, Heinemann London
- F. J. Landy, And Farr, J. L. "*Performance Rating*", Psychological Bulletin, 87, 1980, 72-107
- Griffin, W. R. (1999, 6th edition) *Management*: Houghton Miffling Company.
- Hornby, A.S. (2006, 7<sup>th</sup> edn) *Oxford Advanced Learner's Dictionary*: Oxford University Press.
- Kessler, H. W. (2003). *Motivate and reward: Performance appraisal and incentive systems for business success*. Great Britain: Curran Publishing Services.
- Landy, F., Zedeck, S., and Cleveland, J.(1983). *Performance measurement and theory*. New Jersey: Lawrence Erlbaum Associates, Inc.
- London, M. (2003). *Job Feedback: Giving, seeking, and using feedback for performance improvement*, 2nd Edition. New Jersey: Lawrence Erlbaum Associates Publishers.
- Lopez, F.M. (1968). *Evaluating employee performance*. Chicago, Illinois: Public Personnel Association.
- Maddux, R.B. (1993). *Effective performance appraisals*: Third edition. Menlo Park, California: Crisp Publications Inc.
- McKirchy, K. (1998). *Powerful performance appraisals: How to set expectations and work together to improve performance*. National Press Publications: Franklin Lakes, NJ.
- Murphy, K.R & Cleveland, J.N. (1995) *Understanding Performance Appraisal; Social,organisational and goal based perspectives*. California, Sage Publications.
- Palmer, J.K. and Feldman, Jack M, "*Accountability and Need for Cognition Effects on Contrast, Halo, and Accuracy in Performance Ratings*", Journal of Psychology, 139 (2), 2005, 119-137
- Pulakos, E.D. (2003). *Ratings of job performance*. Chapter 11 in Applied measurement methods in industrial psychology. Davies-Black Publishing: Palo Alto, California.
- Randell, G. (1994) *Employee Appraisal* (in Sisson, K (Ed) Personnel management; A comprehensive guide to theory and practice in Britain) . Oxford, Blackwell
- Randi, Toler, Sachs (1992). *The worksmart series: Productive performance appraisals*. AMACOM, a division of American Management Association: New York.
- Torrington, D. and Hall L (1998) *Human Resource Management*: Prentice Hall New York.
- Weitzel, H J (1972) *Incentive Compensation, A management catalyst*. Finenwal publishing Company Boston.