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Master’s Thesis of Public Administration

Evaluation of Performance Management Gap in the Case of Ministry of Power
The Impact of Performance Management System on Employees’ Productivity

에너지부 사례를 중심으로
성과관리의 차이에 대한 평가:
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Evaluation of Performance Management Gap In the case of Ministry of Power:
The Impact of Performance Management System on Employees’ Productivity

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Abstract

Evaluation of Performance Management Gap in the case of Ministry of Power:
The Impact of Performance Management on Employees’ Productivity

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Over the years Performance Appraisal system was the major tool for managing performances in many organizations and the Ministry of Power (Ghana) was not an exception to that. However, due to its notable challenges, organizations sought after new ways to improve upon the system to help attain the vision, mission and goals of their organizations. Performance Management System is a new system of managing employees’ performance in our business world of corporate organizations, as a result, lots of scholars have researched into the topic to unravel the best ways organizations can effectively manage performance in order to achieve the speculated results.

This study dwelt on the analysis and exploration of the impact of Performance Management System on employee performance. It sought to
compare the Ministry’s past performance practices to this new system to ascertain the differences and identify lapses that caused failure to the old (Appraisal) system. As a result, inductive research approach was used by conducting a survey at the Ministry. The aim was to find out the gaps that pertained in the old Performance Appraisal System, the potential gaps in the new Performance Management System and also to predict the future performance of the new system based on findings. Moreover, Policy recommendations were proposed after the following findings were deduced from the data and gap analysis.

A critical examination and analysis of the comparison drawn between the old system, the new system and prediction made about the future state of the new system provided clear results that consistently showed huge gaps in the old Performance Appraisal System. Nonetheless, the Performance Management System was also found to have few gaps that could be bridged when the proposed recommendations provided are enforced to secure its future sustainability.

The research was closed up with a summary of analysis made in respect of the attainment of the research objectives which proved to be realized at the end. Also, the outcomes of the research disclosed new areas that could be studied to improve the Performance Management System and as such, research questions were introduced to guide further studies on the topic respectively.

**Keywords:** Identifying gaps, Performance Appraisal, Performance Management

**Student ID:** 2015-24459
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CHAPTER 1: BACKGROUND OF STUDY
1.1 Introduction

One of the most important objectives of every organization is to enhance the effectiveness and efficiency in the performance of its functions in order to achieve the desired goals. Evaluating performances should be considered as necessary because without measuring the performances of employees in these organizations, it becomes even more difficult to measure the inputs against the outputs in job implementations and also in taking critical decisions that would ensure maximum performance of these organizations. To ensure work productivity, employees must be trained accordingly and their performances evaluated. Through these means, the deficiencies of employees are noted and improved upon. Moreover, high performances are also identified and rewarded through the rating of performances in the organizations. Based on their performance, value can be placed on the services rendered by the employees in these organizations Aubrey (1989). Since the attitudes and behaviors of employees sometimes determine the successes or failures of organizations, there is the need for every organization to introduce a mechanism of evaluating the working-behaviors of its employees so as to ensure that they meet the standards set by the organizations in order to achieve organizational goals. One of such mechanisms is the Performance Management System.

1.2 PROBLEM STATEMENT
Management of Performances at the Ministry of Power

The Ministry of Power of the Republic of Ghana was established from the erstwhile Ministry of Energy and Petroleum in February 2015 to pay adequate attention and to provide solution to the power crisis that persisted in the country for nearly four (4) years.

The Ministry is mandated to formulate power sector policies and also coordinate, monitor and evaluate the efficiency and effectiveness of performance of the power sector.

Before the introduction of the new Performance Management System by the Public Services Commission in January 2015, the Ministry managed the performances of its employees through the Performance Appraisal System. Even though the appraisal system was supposed to have played a significant role in the organization, it made less impact because it received less attention and the system did not consider other important areas like planning—the-performance, career management, frequent feedback mechanisms and succession planning. As a result of this, the erstwhile Ministry experienced lots of drawbacks that contributed to the failure of the system. The process concentrated entirely on past performances and had no clear benefits for both managers and employees in the organization, which means that, rewards were not attached to performances. The system rated performances using role descriptions as the criteria for measuring work outputs. It was a system where targets and objectives were set to be achieved by the employees’ through-out the year without reviews. Neither did the system ensure strict monitoring of performance to correct any anomalies that arose during the period. Even though employees’ deficiencies were identified however, the lack of funds made it difficult for their training needs to be met. Moreover, both
supervisors and subordinates lacked the necessary commitment to the system.

Managers were expected to be judgmental in appraising employees, however, they were reluctant to provide candid feedback and have honest discussions with employees for fear of reprisal or damaging relationships with the individuals they count on to get work done.

They also found it difficult to act in such a manner because they wanted to make good impressions. Also, the evaluation sometimes led to unpleasant situations like employees showing dissatisfaction and bitterness towards superiors.

Employees were appraised yearly, serving as evidence to the failure of the system since the duration period for assessment was a whole year long that made it difficult for managers to connect their actions on the job to the feedback they later received and this made it difficult for them to appreciate the evaluation process.

1.3 Lapses in the Appraisal System

The power crisis ‘challenge’ in the country served as a clear evidence that, goals and mission of the Ministry were not fully accomplished. The reasons were that : (i) There was not an elaborate Performance Management System that could ensure effective and systematic feedback between supervisors and subordinates. Monitoring and evaluation of work outputs and review of performances was done annually therefore it could not have the expected impact on employees’ behavior (ii) Training and developments of staff were not rigorously done because government did not have enough funds to meet those demands in full (iii) As a result, actual performance rated could not be considered to have reached desired results as evaluation reports always showed.
1.4 New Performance Management System

The Public Service Commission in collaboration with the Civil Service of Ghana considered it relevant to develop a new system of Performance Management that would ensure effective service delivery.

The main objective was to create a clear direction for employees and four (4) key principles were adapted:

- **Accountability**: a situation where every individual, unit, department in the public service is to be held accountable for their standards of performance in relation to the resources, skills and knowledge provided them for effective service delivery.

- **Transparency**: there must be transparency between managers and employees on performance targets set, reviews and outcomes discussed and divergent views recorded.

- **Equity**: the system must not be subjected to discriminatory behaviors against gender, ethnicity, physical infirmity, geographical location among others.

- **Ownership**: the evaluation process should be owned by all actors involved that is management, employees and stakeholders.

The new system touches on every aspect in relation to the management of the public sector. It stresses on how individual performance can be measured and also the overall performance of the organization.

It shows a cyclical process of six stages as shown below. (Human Resource Policy Framework & Manual)
**Figure: 1 Performance Management Cycle**

This constitutes a complete Performance Management System as thoroughly discussed by the literature review in chapter 2.

**1.5 Rational for Research**

Performance Management would not have achieved its purposes if all employees had an equal degree of abilities and performances. Employees in organizations are considered as individuals who differ in so many ways in terms of traits, physical abilities, intellectual and emotional abilities. There can be differences of work output and performances in all areas of the job functions among individuals. Performance Management however applies to people wherever they work, and no matter what they do, Performance Management serves as an encouraging tool that enables them to perform their work in consistent manner and at their full potential 

*Herman (2007).*

The performance of every organization depends on its employees. Well motivated, talented and well-resourced employees make outstanding performances in the delivery of services to the organization. Performance management system is very critical in every organization because it serves as a key to transforming people’s knowledge and skills into enhancing and achieving the organizational goals and objectives.

Unfortunately, halo effect, personal biases and excessive stiffness are some of the limitations to effective use of Performance Management
Systems Singh (1999). Also, the negative perceptions of most employees about Performance Management has also impeded on its usefulness.

This research examines the implementation of Performance Management activities at the Ministry of Power and the existing gaps in the system that may tend to deter the organization from achieving its purpose.

1.6 Statement of Objectives

The objectives of the study are;

✓ To examine the relationship between Performance Management System and work productivity of employees at the Ministry.
✓ To assess the impact of the new Performance Management System and its overall effectiveness at the Ministry.
✓ To identify the potential gaps between the Performance Management System and Performance Appraisal System.
✓ To make recommendations on how to effectively implement the Performance Management System at the Ministry based on findings.

1.7 Reasons for selecting the Ministry of Power as Unit of Analysis

The researcher selected the Ministry of Power as the best setting for carrying out the studies because she worked in that environment for barely twelve (12) years and therefore understood the intricacies of how Performance Management was implemented over the years. Secondly she was attached to the Human Resources Directorate for all those years and was able to witness the challenges the Directorate faced as it tried to make the performance system work properly. She therefore decided to carry out the research to provide the Directorate with answers to the numerous
problems and challenges and also help it design an intriguing HR. Policy on Performance Management that will guide its operations.
CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

According to Arlene Fink (2005) Literature review is “A systematic, explicit and reproducible method for identifying, evaluating and synthesizing the existing body of completed and recorded work produced by researchers, scholars and practitioners”. The aim of this chapter is to gather and examine the different thoughts, opinions and reactions scholars and practitioners have recorded concerning Performance Management System and also compare and contrast the topic to other related areas of interest.

2.2 Research Theory

Employees struggle to perform when there is a gap in the Organization’s Performance Management practices. They struggle when there are gaps in the procedures of the Performance Management system because they are not clear on what their managers and organization consider important and valuable about their performance. Identifying and closing any of the ‘Performance Management Gaps’ can have a real positive impact on employees’ performance and job satisfaction.

2.3 Research Questions

- What are the main processes involved in the new Performance Management System at the Ministry?
- What were the gaps within the Performance Appraisal system?
What are the potential gaps within the Performance Management System by determining the future state from present practice?

What categorical conclusion can be drawn from the new Performance Management System after evaluating its strength and weaknesses?

2.4 Conceptualization

The term conceptualization is the clarification of specific terms or providing a precise definition for a concept in order to give it a clear meaning and understanding. This section will explain and discuss the concept of Performance Management into details.

2.5 Performance Management

Performance Management is a term and meaning that has evolved from the 1980s and represented some form of merit ratings. “It was linked to New Management Paradigms such as Management by Objectives, Performance Appraisal, Behaviorally Anchored Rating Scales and Performance Related Pay”, Martinez (2000).


Figure: 2 Evolution Process of Performance Management System

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<tr>
<td>System</td>
<td>Process</td>
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<tr>
<td>Appraisal</td>
<td>Joint review</td>
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<tr>
<td>Outputs</td>
<td>Outputs/inputs</td>
</tr>
<tr>
<td>Reward oriented</td>
<td>Development oriented</td>
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<tr>
<td>Ratings common</td>
<td>Less rating</td>
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<tr>
<td>Top-down</td>
<td>360 degree feedback</td>
</tr>
<tr>
<td>Directive</td>
<td>Supportive</td>
</tr>
<tr>
<td>Monolithic</td>
<td>Flexible</td>
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<tr>
<td>Owned by human resources manager</td>
<td>Owned by users</td>
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<tr>
<td>Profession/cadre - based</td>
<td>Service-based</td>
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The concept of Performance Management is simply described as the process through which an organization completely involves its workforce in all activities that aim at improving the organization’s effectiveness for the accomplishment of its goals and objectives and therefore exceeds the boundaries of all the above mentioned procedures of evaluation. Martínez defined it as “Measuring, monitoring and enhancing the performance of staff, as a contributor to overall organizational performance”.

Performance Management is a mechanism devised to create a shared vision of purpose and aims of organizations, helping each employee to understand their roles and contribute to the ultimate goals. Moreover, managing the performance of employees includes planning their work, consistently monitoring their performances, developing their capacities to perform and periodically rating and rewarding their good performance. Wood & Menezes et al. (2012) described it as the “Design of high quality jobs that allow employees to have the discretion and flexibility to execute and manage their primary tasks”. Certainly, this ensures high involvement of employees in the day to day activities of the organization serving as an encouraging tool to accomplish the desired results. High involvement is also a prerequisite for employees’ collaboration and pro-activeness for
improved performances. Similarly, Barney (1991) stated that, to increase productivity through human capital, firms need to harness the potential contribution of employees. A situation that allows the knowledge, skills and abilities of employees to be transformed into a source of competitive advantage and that can be achieved when employees are developed to achieve the status of human capital and managed as a core competence of the organization. There are three (3) phases that need to be considered to ensure that employees focus on their efforts to help achieve organization’s mission. It involves (i) setting expectations for employee performance (ii) maintaining a dialogue between the manager and the employee to keep performance on track and (iii) measuring actual performance in relation to performance expectations.

Performance Management is now pluralized, different techniques, interventions and practices have been included in the area of performance management. One commonality with these techniques is that “They all seek to change human behavior” Holman and Wall et al. (2003) in order to achieve organizational success. Employee motivation, training and development, pay linked to performance and paying benefits could be some of the techniques that can necessitate the high performance of employees.

Organizations and institutions have different ideologies and understanding to Performance Management Systems. Moreover, many scholars have defined it from different perspectives; therefore, there is no singular definition for the term.

In another instance performance management is seen as connecting individual’s objectives to the objectives, mission and goals of the organization H. Anguinis (2005). Also the effectiveness of performance management dwells highly on goal setting process according to Lawler (2015). Locke and Latham's Goal Setting theory explains how employees
are motivated when goals are set as a way of guiding them to improve overall work performance. The definition reflects the point of view that individual’s role and responsibility are identified in relation to the major goal of the organization. Therefore, organizational goal determines the roles of employees. This simply means that, an organization exist to perform therefore if employees are not performing then the organization would be at it wits end.

### 2.5.1 Aims of Performance Management

Peljian mentioned the following as the aims of Performance Management:

- Empowering, motivating and rewarding employees to do their best
- Focusing employees’ tasks on the right things and doing them rightly
- Proactively managing and resourcing performance against agreed accountabilities and objectives
- The alignment of personal/individual objectives with team, department/divisional and corporate plans
- The presentation of objectives with clearly defined goals/targets using measures, both soft and numeric
- The monitoring of performance and tasking of continuous action as required
- All individuals being clear about what they need to achieve an

He threw more light on the idea that, Performance Management is a systematic process that requires the consideration of identifying, connecting and measuring goals of employees as compared to organizational goals in order to grade overall performances.
2.5.2 Performance Management System

Performance Management System can be viewed as a complete integrated cycle of Performance Management and the emphasis is on the continuous improvement of organizational performance which can be met through individual employee performance. Performance Management System is a general term used to describe the continuous process of the identification of goals and objectives and provision of meaningful feedback as well as aligning individual goals and objectives to the strategic goals of an organization.

As already mentioned in the previous pages, Performance Management process takes into consideration, the planning of the performance, monitoring, reporting and evaluating the activities of all employees. Performance appraisal falls within the evaluative aspect of the whole process.

Jackson and Schuler et al. (2009) defined it as “A formal, structured process used to measure, evaluate and influence employees’ job related attitudes, behaviors and performance results” Designing an effective performance management system results in having a clear performance goals and measures, effective feedback system and a concrete performance appraisal and strategic training and development plans. Performance Management system has a strong impact on employees’ performance as it motivates and enhances their productivity. According to the authors, Performance Management is more effective when its activities are coordinated in line with the organization’s internal and external environment taking into consideration the legal implications.
Effective Leadership

The main objectives of the policy include developing skills by helping individuals to build their skills, motivating performance either through intrinsic and extrinsic means, determining those who need to be promoted and eliminating poor performances. Effective Performance Management Systems depend on the nature of leadership and the importance of team building in a given working environment, Athey and Orth (1999). Moreover, Athey reiterated that “Transformational leaders are most likely to increase group performance in that they are instrumental in overcoming social loafing among group members”. There has been much emphasis on encouraging team work in recent times because teamwork processes such as cohesion, communication and conflict management have contributed to organizational purpose.

Even though employees may not be directly accountable for the success or failures of achieving goals, however, their performances are still considered to be very important. The Performance process then becomes a top down procedure where evaluation of performances starts from the top management and trickles down to the least grade in the hierarchy.

Cohesion and Communication

Leaders must ensure that, there is workplace cohesion once it motivates employees to remain in the organization and lessons absenteeism. Communication on the other hand, ensures listening, openness to suggestions and prompts relevant feedback that facilitates organizational performance. “Communication activity in the performance system relates to communication between managers and employees and communication within employees that could make them understand the objectives and also make managers supervise the progress of daily work” by Athey and Orth (1999).
Developing Competences

Another factor contributing to effective Performance Management System is developing competencies of employees and is viewed as a significant feature in promoting effective Performance Management. Competencies are “Defined gangs of knowledge, skills and abilities that show the capabilities the individual employee to performance specifics related to organizational outcomes and help in achieving the organizational targets or objective” by Lawler (1994). Athey and Orth (1999) defined competency as “A set of observable performance dimensions, including individual knowledge, skills, attitudes, and behaviors, as well as collective team, process, and organizational capabilities, that are linked to high performance, and provide the organization with sustainable competitive advantage”. According to them, competencies should be the requirements of professional development and training that can ultimately influence educational efforts in the academic preparation of employees at different levels in the organization. This maintains the relevance of consistently improving employees’ development as a crucial functional aspect of planning and designing performance management systems.

Competency inventory, another important factor is “A detailed file maintained for each employee that document a person’s competencies”, Jackson & Schuler et al. (2009), tracking competency inventory of employees helps managers to be aware of abilities and capabilities of employees and also to easily identify performance gaps in planning strategic training and development programs. For example, managers will be able to determine how individuals are likely to perform in their next grades by assessing the information about their level of education, length of service, training received, and performance history among others.
Rewarding Performance

Another important factor that cannot be overlooked in planning for an effective Performance Management System is remuneration and benefits of employees. Boxall & Wright et al. (2003) argued that, some scholars have made statements on the issue of whether incentives (monetary) have positive effects on the performances of employees or not. Employees’ compensation plays a key role in an organization because it is core to the employment relationship and depends on some combination of future business unit or organization performance.

Employee work motivation can be explained as “A set of energetic forces that originates both within as well as beyond an individual’s being, to initiate work related behavior and to determine its form, direction, intensity and duration”, Meyer & Becker et al. (2004). In planning for an effective Performance Management System, it is appropriate for managers to carefully introduce mechanisms that would serve as energetic forces to induce certain positive actions in employees to have the right behavior for the job and also to improve on performance.

Motivation is necessary since employees’ efforts are expended and their behaviors well defined in accordance with the values of the organization, Jackson & Schuler et al. (2009). They supported their arguments with the development of expectancy theory which states that “People choose their behaviors and effort levels after considering whether their behaviors and efforts will improve their performance and lead to desired consequences”. The authors tried to relate the behavioral tendencies displayed on the job by individuals who choose behaviors they believe will help them achieve the outcomes they view as desirable. They however concluded with three (3) questions that motivate employees to perform well and considered them as: (I) the expectancy question – “if I make an effort, will I be able to perform as intended? (ii) the...
instrumentally question – “what consequences, if any, will follow from my decision to perform” and lastly (iii) the valence question – how much do I value the consequences as associated with the intended behavior? Motivation is however achieved when employees become satisfied with their rewards linked to fairness and justice but where they are dissatisfied, they exert less effort towards their jobs.

The graph below shows explicitly how the Performance Management System works perfectly in an organization. It is the ideal type of Performance Management System that involves all aspect of the planned activities that are aimed towards achieving the set objectives and goals.

Figure:3 Performance Management Diagram

According to Agunis et al. (2011), “The potential benefits of performance management are not realized because most systems focus exclusively on narrow and evaluative aspects such as Performance Appraisal”.

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2.5.3 Setting up Performance Management System

According to Martinez (2000), there is no one definite acceptable model of Performance Management System. The reason is that; organizations develop them in the form of frameworks that underlie the rational for improved service or quality performance as per the mission of the organization. He gave the following as the details of Performance Management System:

- Developing the organization’s mission statement and objectives
- Enhancing communications within the organization so that employees are not only and aware of the objectives and the business plan, but in a position to contribute to their formulation
- Clarifying individual responsibilities and accountability lines
- Defining and measuring individual performance – what is meant by performance in a particular organization and how do performance management processes will enhance performance?
- Implementing appropriate reward strategies
- Developing staff to improve performance and career progression in the future.
The Performance Management System is made of three (3) phases according to Schneider et al. (1987). Phase 1 deals with identifying development plans, setting objectives and planning work activities. Phase 2 and 3 focuses on the management and review of performance emphasizing on feedback, coaching, and personnel development and the results of performance which is linked to pay. In the Performance Management System, designing the organization’s goals, aims and objectives, ensuring and enhancing effective communication, modifying and clarifying employees’ roles and responsibilities, recognizing the need
to measure employee’s work performance, instituting reward systems to reward individual performance and preparing employees’ career progressions and succession plans are significant areas and factors for considerations.

**Phase 1**

The first stage of the Performance Management System is planning. Schneier et al (1987) argues that it is the foundation for effective process and it is a continuous process that requires great care. Planning helps to link employees’ work to organization’s goals and objectives. It involves identifying the stakeholders with the organization like the employees, customers, clients, shareholders among others. At this stage, managers and subordinates are supposed to jointly participate in the developing process of setting organizational goals as well as employees’ goals. Wood et al. (2012) mentioned that, there are two types of opportunities that help with direct participation which are: (i) The design of jobs that give their holders discretion, variety of high levels of responsibility and (ii) Organizational involvement methods that extend beyond the narrow confines of the job. These forms of employee involvement enhance the quality of individuals’ lives, their wellbeing and performance in the organization.

**Phase 2**

The second phase explains and clarifies the difference between the Appraisal System and the Performance Management System. The Performance Management System is seen as a continuous process while Performance Appraisal System is considered as an activity, Schneier et al (1987). The author emphasized that, employees are supposed to manage their own work by “Maintaining a positive approach to work, updating and revising initial objectives set and job competencies, receiving
feedback from superiors as well as providing feedback to supervisors and ensuring that both superiors and employees work together in harmony”.

**Phase 3**

Schneier et al. (1987) mentioned that the phase constitutes rewarding performance and it involves three (3) main activities which are personal development, tying pay to performance and identifying the results of performance. They noted that, functional development is the key to success in the organization since it plays emphasis on attaining the growth of employees which in turn maximizes employees’ contribution to organizational goals and objectives. At this stage, the individual’s development is very crucial but he/she must be conscious and interested in self-development to enable the organization support in that regard. According to them, “Development is valuable only when the individual capitalizes on him or herself”. They emphasized that, training and development should be encouraged to improve workforce performance especially on current job and also to prepare them for promotion. Preparation of employees’ development should be based on skill and knowledge gaps identified during review sessions. Through training and development, the skills and knowledges of employees are upgraded to meet the changing trends of new knowledge in their areas of expertise. This simply leads to satisfaction and professional recognition.

**2.5.4 Managing and Reviewing Performance**

It is important for managers to keep track of key performance indicators so as to identify the progress that may occur and also challenging issues that may hinder the realization of the goals. Atkinson & Shaw (2006) mentioned that 360-degree feedback systems have been reported to have a
number of benefits for both managers and employees with respect to increased effectiveness and receptiveness to change.

Feedback should be promptly and timely whilst encouraging review sessions to correct any malfunctions that may occur to disrupt the implementation process. Managers are also expected to develop both short and long term career plans for employees to secure their personal development which is relevant to the positions they hold in the organization.

Managers and supervisors who through rich experiences, diverse skills and knowledge base have become experts in different ways must coach and mentor their employees. The act of coaching enhances abilities, capabilities, competences and skills that are needed for goal achievement. Managers must make conscious efforts to coach employees throughout the year to be able to draw skills, resources and other abilities in the employees that would help them overcome organizational challenges. According to Madlock et al. (2009) coaching leads to organizational commitment because it enhances communication and improves on the supervisor-subordinate relationship.

According to Madlock et al “values represent standardized coefficients. The values parentheses denote the effect of mentoring on organizational commitment with communication satisfaction as the mediator”. At the end of the period, appraisals are supposed to be analyzed and weighed alongside with organizational goals to determine organizational success or failure. The outcome would inform about what to plan for the periods ahead. Finally, there is the need for the organization to link pay-for performance and therefore plans on that must be developed to institute monetary rewards based on measured performance as described in the earlier review.
2.5.5 Employee Performance

Employee performance plays an important role in organizational performance. Employee performance is simply the quality of output, the quantity of output and the timeliness of output. According to Carrel et al (1995) quality of work means “Conforming to customer requirements, preventing errors and accidents and striving towards error free output”. Therefore, when quality of work is enhanced, productivity increases. Performance is therefore the distribution of outcomes achieved. It is about employees’ ability to deliver services adequately and achieve the desired results within a stipulated period of time. It is about employees’ commitment to the work process and also having the right attitude to work. Employees’ performance can be measured by using different parameters which describe the employees’ pattern of performance over a given period of time. Employee performance can be reviewed on quarterly basis but most organizations evaluate employees’ performances annually.

2.5.6 Employees Performance Measurement

The term Performance must be operationalized before it is measured. Cascio (2006) opined that, performance is achieved by three (3) key elements which are goals, assessment and measurement. Goal setting serves as a motivating factor since it encourages employees to work hard and achieve the desired outcome. Therefore, organizations ought to set goals capable of challenging employees to reach the performance standards identified in the organization.

Boxall & Wright et al. mentioned that, “The appraisal instrument is more than a form to be completed ‘after the fact’ at the request of Human Resources department”. They reiterated that, it is wrong for managers to focus on just outcomes and mention dangers that are fivefold. (i) Outcomes measures are often affected by factors beyond a person’s
control (ii) A person may receive a high or low evaluation undeservedly (iii) They encourage a ‘results’ at all cost mentally where winning the game is perceived to be most important for one’s career (iv) Focus on outcomes keep people informed on the scores but it does not tell them by what means and to what extent they have influenced their rate of promotion, salary increase or team’s productivity and (v) Outcomes measure increase the probability of hindsight’s bias, decision making error.

They further explained that, it is necessary for behavioral instruments like the Behavioral Anchored Rating (BAR) that usually provides raters with illustrations of different point on the rating scales Smith Kendall et al (1963). Secondly; there is the Behavioral Observation Scale and Latham & Wexley et al. (1977) recommend appraisers to observe, assess and rate the frequency by which employees’ exhibit specific behaviors. There is therefore the need to design performance criteria that is ambiguous but clearly defined, relevant to the job and attainable. Training should be given to both raters and ratees on how to evaluate and provide regular feedback.

Through measurement, we are able to declare whether goals are achieved or not. McClelland (1973) coined the term competency and defined it as “A characteristic that underlies human performance”. He clearly stated in his article that the best way to understand performance, the best way to measure and predict performance is to allow employees perform significant aspect of competencies leaders and managers wish to measure rather than administering traits or attributes. Moreover, Competences should be linked to meaningful outcomes that best describe what the people ought to perform. Assessment by performance appraisals expects that performances are assessed continuously to ensure improvements. Cascio expressed his concern about achieving performance and opined that, even though Performance Appraisal is necessary, however it is not
sufficient to lead to total achievement of performance because it is annually implemented.

According to **Balzer and Sulsky (1990)**, raters and ratees define effective appraisal system differently. Raters consider an appraisal system to be effective if they are easy to implement and easy to help change employees’ attitudes. On the other hand, employees may view it as effective when it clarifies the linkage between behavior and rewards and is fairly implemented.

### 2.6 Performance Appraisal System

**Mathis & Jackson (2006)** defined Performance Appraisal System as “Evaluating how well employees perform their jobs and communicating that information to employees”. He then illustrated on how the system operates as shown below.

**The Appraisal Process**

- Plan the performance
- Identify performance goals
- Communicate goals
- Establish performance

Determine responsibility for appraisal, appraisal period, appraisal method, computer software

- Examine work performed

- Appraise the results

- Conduct Appraisal Interview
Discuss goals for next period

Figure: 5

The process starts with identifying the performance goals then communicating it to employees. The system requires that a performance criterion is set to serve as a basic standard for measuring performance. Performance Appraisal focuses mainly on the actual performance of employees. Effective appraisal methods should be generated alongside a well-developed coaching and training plan that seeks to address the training needs of employees. Managers should focus on the various processes within the system and not just the outcome. In the same vein, strategic resource planning should be done to facilitate the continuous improvement of the system. These resources may include labor, equipment, and methods.

Moreover, Antonioni (1994) Lawler (1994) and Analovi (1999) argued that, “It is not practical to abandon Performance Appraisals because managers need a way to evaluate employees work related behavior”. The authors suggest that, Performance Appraisals should play a major role in performance management especially in an organization’s quality-oriented environment. They reiterated that, performance involves more than just evaluating employees’ performance at regular intervals. It should be an ongoing process that includes goal setting, compensation, placement, training and development, career management coaching, giving feedback and performance appraisal.

Swan and Margulies, (1991), Graham and Bennett, (1995): explained that “Performance appraisal refers to the systematic description of the job relevant strengths and weaknesses of an individual or a group”. Performance Management systems have various tools for executive evaluation of staff performances. The performance appraisal instrument is considered to be one of those tools needed for appraising staff
performances. To ensure effective management of job evaluation, the appraisal instrument can be used to identify the training needs of staff. The authors mentioned that, “In designing training systems to promote team development and workplace learning, one may ask, what are the most effective methods for developing skills, knowledge and attitudinal competencies”? This explains that, the appraisal instrument is able to help define the needs of employees so as to equip them enough to perform above the given standards in an organization. Deming (1986) believes that most appraisal systems are based on the faulty assumptions that, individuals have significant control over their own performances and that individuals can improve if they choose to do so by putting forth the necessary effort (Deming, 1986).

The second factor of the appraisal instrument is that, to some organizations, it helps to reward employees not just for individual performance but also for the development of their skills.

The performance appraisal process is a procedure that involves Plan the performance, identifying performance goals, communicating the goals, establishing performance and also providing feedback. As a tool, it provides information with which promotion decisions can be made and this helps in the career planning process. It also provides a good opportunity to review carrier plans in the light of employees’ strength and weaknesses.

2.6.1 Steps in Appraising

Considering the steps in appraising performances, Desler et al. (2003) suggests that the Performance Appraisal usually contains the following three steps:

- Defining performance expectations which mean making sure that the job duties and standards of performance are clear to all.
- Appraising performances which mean comparing an employee’s actual performance to the standards that have been set.
- Providing feedback sessions where employees’ performance and progress are discussed and plans are made for any development that is required.

According to **Amstrong**, performance management centers on effective communication which in turn ensures continuous interaction between managers and employees in an organizational setting. Setting job standards, missions and goals depend on the mutual planning and concrete discussions between the Managers and employees. These activities throw light and give more insights to what has to be achieved.

### 2.6.2 Problems Associated with Appraisal System

As mentioned earlier in the previous chapters, the use of Performance Appraisal has not received much credit in recent times as a result of the vast problems associated with it.

**M. Harris (1997)** listed about five (5) factors that limit the smooth management of Performance Appraisal. According to him, poor appraisal forms is a core contributor to the failure of the system, since most of the forms developed by organizations lack clarity, falls short of key aspects of job performance, very complex in terms of length and understanding. Secondly, the lack of rater’s preparedness is another issue to be considered. According to him, most raters (managers and supervisors) are usually unprepared to conduct appraisals because they either have low self-confidence especially when the results are bad and need to give negative feedback and others too have limited knowledge on how their ratees are performing because they lack enough time to gather sufficient information about them. Thirdly, lack of organizational policies and practices are counted as a major problem challenging the Appraisal
System. Organizations normally ignore the aspect of adding reward schemes and proper accountability procedures in their policies to guide them in rewarding performance in the organization.

Finally, Casio (2006) mentioned halo error as a common problem with the Appraisal System. He explained that, raters make the common mistake of rating the employee either high or low on many aspects of job performance basing the rating on his or her own judgement about the employee’s performance. This is considered as a serious blander on the part of the rater. He also talked about contrast error which occurs when the rater compares several employees to one another instead of basing the assessment on the criterion given. He finally concluded by arguing that, some raters commit recency error by assigning ratings by basing the employee’s performance on his or her recent performance and not the whole period he or she is supposed to be reviewed.

**2.6.3 Overcoming Errors in Performance Appraisal**

“One approach to overcoming these errors is to make refinements in the design of appraisal methods” Byars Rue (2004). He also mentioned that, another effective method to address these errors is to provide requisite training to improve the skills of raters. This is essentially possible as to the attitude of raters can influence the rating process. There is therefore the need for specific training to be given to evaluators in order to put forth accurate judgements that would be fairer to the employees’ performance improvements. He shared four (4) main principles that can help to manage performance effectively. “(i) Explore the causes of performance problems (ii) Direct attention to the causes of problems (iii) Develop an action plan and empower workers to reach a solution (iv)”. Direct communication at performance and provide effective feedback. M. Harris also added that, appropriate raters must be chosen if possible and raters need to be rewarded accordingly in order to get them committed to the process.
2.7 Summary of the Literature Review

The literature review had given enough information on how the system can be successfully implemented and managed. It placed employees’ performance at the center as the core element that would ensure its success. To provide a constructive summary analysis on the literature review discussed so far, it is interesting to hint that, the scholars focus was keenly on the independent variables and how they impact employees’ performance. Even though these variables are significant to the study of the topic and also ensure effective implementation of the Performance Management System, the scholars failed to think outside the box to assess other critical issues that may have adverse effects on the smooth implementation of the System if not considered.

The following issues are very much important to the success of the system but were however neglected by the scholars.

It can be noted from the literature that, most scholars did not share their knowledge on how Performance Management System can be integrated into the organizational culture which is detriment to the performance of the system since all organizations and institutions have different organizational cultures that may require special form of performance framework that would ensure its success.

Secondly, it did not discuss the use of technology in Performance Management System with the advent and improved technology in recent years. Technology is relevant to the discussion because, some organizations employ their workforce through the internet with the installation of some specified software; there is also electronic based performance where performance reviews are carried out through the internet. Other organizations encourage their employees to use performance multiplier where they are able to post status updates and their
weekly goals, provide anonymous feedback which encourages effective communication.

Thirdly, most scholars failed to discuss how politics can be aligned to Performance Management in organizations. This is crucial because public sector organizations were created to support the governments (of the day) to achieve their goals of meeting the needs of citizens. A good performance Management System should be able to strengthen the evidence based for solving the political problems especially in policy making where bureaucrats assist professionals and experts to determine who gets what and how to achieve what is needed.

Also, the issue of leadership was faintly considered in the literature. Most scholars overemphasized on how the Performance Management can achieve its goal in relation to employees’ performance. However, little was suggested on the kind of leadership required, the important traits for leadership, how leadership in performance can be sustained and what is required of these leaders in different circumstances.

The scholars showed disparity in the issues of defining and measuring performance which could be quite confusing if organizations are to be selective. They could not decide on which aspects of employees’ performance should be represented in measures of degree to which organizational goals can be achieved. Some scholars advocated for the measuring of employees’ behavior and attitude and others also think measuring outcome is the best because people prefer to see results and not the process used in achieving results.

Finally, they failed to provide strategies that can help improve Performance Management Systems since situations and circumstances are not static and the system is expected to improve working abilities of both individuals and the organization as a whole. Moreover, because the entire environment within the organization and outside is bound to confront
some possible changes, well designed strategies should have been discussed to provide the kind of support organizations may need when they are faced with new developments.

Apart from the loop holes identified from the literature provided, it is however important to mention that, the variables (both dependent and independent) discussed are necessary for the development of research questions that will help to identify the existing gaps in the new Performance Management System via the future condition of the system in terms of sustainability. This is because the literature clearly defined the dependent and independent variables that could simply be verified and measured before a categorical conclusion is made about its performance in the organization. The literature review serves as the basis for the research to be conducted in order to ascertain whether the research questions raised about Performance Management System being practiced at the Ministry follow the ideal system described by scholars and report on any gaps identified.

2.8 Decomposition of Programs in the Performance Management System

Performance Management is defined by Armstrong (2006) as “Planned process of which the primary elements are agreement, measurement, feedback, positive reinforcement and dialogue”. These elements pointed out in the definition can be considered as some of the programs being managed in the Performance Management System. Decomposed Programs under the Performance Management System are considered as deliverable-oriented decomposition of key variables that are into smaller components and that make the system more effective. According to Neely et al (2002) Performance Management has three main components which are mainly information, insight, and action. Information provides
measurement that allows companies to be proactive. Insight helps authorities to make the right decisions whilst action translates insight and information into concrete tasks. The break down structure of work ensures its manageability through easy definition and organization of overall programs to be performed. Through the decomposition, authorities are able to make right decisions especially their ability to make estimates on required budget for all the resources (human, finance & materials) needed as well as the time limits within which to ensure smooth implementation of the Programs. Also the measurability of performance and assessment of progress are essential for decomposition. Under the Performance Management System, programs decomposed into different components structure can be identified as the following as shown below and which are supposed to follow a particular sequence.

- **Performance Planning** → Job descriptions → setting of goals, targets & objective → setting expectations/ performance standards.
- **Learning and Development** → identifying skill gaps → coaching & mentoring → training & development
- **Performance Appraisals** → assessment of performance & issuing accountabilities
- **Reward & Recognition** → Identify great performance → reward great performance → feedback → reinforcing values and behaviours
- **Disciplinary process** → setting performance standards → coaching poor performance → feedback
- **Succession Planning** → identify high performers → Career planning
2.8.1 Theoretical Background of Each Component

The theoretical development for each component is to describe the main characteristics of each component under each program item that make up the Performance Management System.

❖ Performance Planning

According to Atkinson & Shaw (2006) the beginning point of the Performance Management cycle is when individual employee objectives are aligned with the broad organizational goal. Planning stage as the name implies helps supervisors to set the work objectives and goals in line with the corresponding competencies, skills, knowledge and qualifications as prescribed in the job descriptions for a particular position. The manager and his employees are expected to meet and plan these activities together.

❖ Setting of goals, targets & objectives

The process of management in an organization begins with setting targets, goals and objectives. It describes what individuals, departments and the organizations as a whole must achieve at a specified period Armstrong (2006). Goals are usually set for long term purposes; objectives are for short-term aims whilst targets are physical results that are achieved. The three factors are set in consistent with each order to help achieve each other without difficulty. These goals, objectives and targets are set within a stipulated period of time to avoid failure in achieving the desired results. Locke and Latham, (1984) through expectancy theory explained how employees change their behaviors in order to perform better by setting challenging or difficult goals. There are different types of goals known as departmental goals, functional and personal goals which should not be set in conflict with each other.
Setting standards and expectations

Performance standards are set to help measure the expected job outcomes and it goes beyond job descriptions. Armstrong (2006) expresses the concern that, defining expectations are necessary to help calculate future successes of the organization. Authorities therefore set clear expectations about the results that must be achieved. Performance standards must be linked directly to departmental and employees’ goals and their responsibilities. These must be communicated well to all stakeholders of the organization and is an essential step to a successful Performance Management System.

Learning and development

As part of measures to ensure that employees perform to standards set and also there is continues improvement in the organization, a well “Defined levels of effectiveness” is introduced to guide employees to strive higher to reach standards, Armstrong (2006). The organization must also plan strategically for training and development programs for all employees. Plans are designed in line with the training needs of employees with respect to their responsibilities and qualifications needed for the job. Authorities through performance evaluations are able to identify skill gaps and provide training accordingly.

Coaching and Mentoring

Also corporate coaching and mentoring are essential ingredients to help employees become experts in their fields of operation. However, the two have slight differences. Coaching can be explained as a ‘Professional’ with specific expertise in an area of which s/he decides to help others (usually subordinates) to gain requisite knowledge and experience in that area to perform better. Whilst monitoring occurs when “Two people who
have got to each to other to help each other to go forward in the work process to perform their work more easily and to organize their life” Vodak (2013).

There is also the need for the organization to provide guidelines and goals for monitoring because when it is done well, employees are likely to share the benefits with others and improve their performance as a whole.

❖ Performance Appraisals

Performance appraisals are yearly evaluations done to evaluate the overall performance of employees after series of reviews and progress reports are prepared periodically during the implementation of goals, targets and objectives. Performance appraisals are used to ensure that, employees’ activities and outcomes are in congruent with the organization’s goals under the Performance Management System. Performance Management now has become an on-going process and not just an annual event. Armstrong (2006) considers it to be too bureaucratic because it is mostly handled in a top-down approach. Over the years there have been some criticisms to the management of Performance Appraisal System.

❖ Reward & Recognition

Reward and recognition are two separate variables that must be considered differently. They are however planned together. Reward systems are programs set up by organizations to reward performance of employees as a means of motivation. It may differ from one organization to the other. Rewards are different from salaries but can be monitory in nature. Most organizations link employees’ performance to compensations or rewards and are more effective when there are clear Human Resource policies and sound performance management processes that are recognized as fair and equitable. Pay-for-performance is a good example
to illustrate the idea of reward and recognition in an organization but it is less practiced in most societies as described by Atkinson & Shaw (2006). Recognition programs are normally designed to provide both psychological and financial motivation to employees.

❖ Reinforcing values and behaviors

Managers in organizations must generally use the Performance Management as a tool to motivate staff to perform. Managers must show interest in the contributions made by their subordinates by encouraging them to take ownership of their performance. The need to coach is very much essential to improve the important aspects of employees’ performance. Managers need to understand the performance of their performance and know why their current performance is so in order to correct them if the need be. Managers must as well provide employees with details of ratings after evaluation to serve as evidence about their performance or non-performance.

❖ Disciplinary Process

Disciplinary process is ensured in organizations to check and deal with unacceptable behavior and poor performance. Disciplinary action is taken against employees who conduct themselves in the following ways: inaccurate work, failing to meet deadlines, insubordination, abandoning responsibility, absenteeism, negligence among others. Defining sanctions and punishments may differ from an organization to others depending on their job operations and requirements. It is necessary for employees to be aware of disciplinary actions in the organizations in order to deter them from falling prey to any harsh sanction that may have long term effects on their existence in the organization.
Coaching poor performance

According to Armstrong coaching is on-the-job approach that allows managers to help build the skills and competencies of employees. In order for managers to provide remedy for poor performance, they first must understand its causes especially as to whether its occurrence is as a result of lack of adequate motivation or inability. They must identify what behaviors are causing employee underperformance and redirect those behaviors and attitudes for better improvement. By coaching poor performance, managers need to resupply their subordinates with the needed resources, provide additional training to provide the actual skills they need and reassigning jobs if they are not up to the task in the current jobs.

Feedback

It is expedient for managers to provide subordinates with positive and constructive feedback. This can be ensured during one on one meeting to improve their understanding on the jobs. “Feedback needs to base on factual evidence. “Careful thought should be given to what is said and how it is said so that it motivates rather than demotivates people” Armstrong (2006). Through constructive feedback, unexpected and expected behaviors that have either positive or adverse effects on performance can be pointed out to enhance performance. There is also the need to gather feedback on employee performance from various sources by using 360-degree feedback in order to justify their own (managers) perceptions and observations. Other benefits of performance are as follows: i) It makes managers work more easily because their subordinates turn to understand them better ii) It increases productivity, the quality of work and effectiveness ii) and also avoid same problems from occurring.
❖ Succession Planning

Succession planning can be defined as “A deliberate and systematic effort to ensure leadership continuity in key positions, retain and develop future intellectual and knowledge capital, and encourage individual advancement” Hall et al. (2009). Succession planning allows leadership to continue even after the current leader is gone. It is also about identifying key positions that may be vacant in the near future and developing potential employees qualified for those positions. It is expedient for authorities to understand the difference between high potential and high performing employees. High performing employees may not be interested in leading larger groups but high potential employees may possess the abilities and aspirations to influence others to perform better.

❖ Career planning

Career is defined by most scholars as the “Sequence of attitudes and behavior associated with the series of work-related activities over a person’s life time.” Career planning on the other hand can be explained as the process of analyzing and estimating the training needs of employees and how they can be met. It is done by preparing a report on the summary of skills, abilities, capabilities and potentials of employees. Through these, employees are trained to occupy higher level positions on the grounds of their performance. Career planning is important because it helps the organization to manage resources effectively and efficiently, retain high performers in the organization, enhances employee morale and reduces employee turnover.
2.9 Conclusion

Each component of the Performance Management System is necessary to make the whole process more effective and result oriented. Therefore, the neglect of any of them reduces the chances of getting the required or full results. For example, the planning stage is as important as the training and development stage, reward and recognition, evaluation etcetera. This is because when goals are set; their achievement may depend on identification of skill gaps that will help plan for training to provide the required skills needed to implement the goals.

Without rewards and recognition, there will be no such thing as good performances or high performers since employees need rewards and recognition to survive in the organization. Also succession planning cannot be considered without acknowledging the importance of planning seriously for employees’ career developments. Identifying specific qualities, competencies, capabilities and abilities mainly for some specific leadership positions allow employees to be developed accordingly in these regard and are prepared to fill those positions in the near future.

It is neither possible for coaching activities to be carried out without both supervisor and subordinate not anticipating quick feedback. The two work hand in hand because it’s a learning process where instructions, directives and clarifications and explanations are offered by supervisor and on the other hand, subordinate implements by raising questions, discussing challenges and sharing new discovered ideas that can help improve performance.

In conclusion, one can be tempted to agree to the fact that, the components are quiet interrelated and therefore must be dealt with together as a whole. However, it is highly necessary for organizations to
deal with each separately to ensure that, the needs of employees and organization are met in its entirety.
CHAPTER 3: METHODOLOGY

3.1 Introduction

Research is the process of discovering new knowledge that allows a systematic investigation by gathering and analyzing information to contribute to generalizable knowledge. It also involves finding answers to questions that have not been answered, providing solutions to unresolved problems as well as creating things which are not yet in existence currently.

This chapter will focus on justifying the selected methodology that will enable the achievement of the research objectives and help to provide solutions to the research questions. The different methods and strategies to be used for the research will also be emphasised like the research design, population, sampling procedures, data collection procedures and data analysis techniques that would be used for the study. Finally, gaps identified from data on current PMS practiced at the Ministry, would be analyzed evaluated and the right recommendations given for long term solutions to bridge gaps (once identified). The section will also discuss Ghana’s Public sector and Performance Management related issues as recorded by other researchers.

3.2 Dependent and Independent Variables

- Independent variables

From the literature review, the performance management activities are considered as independent variables which are linked to employee performance.
Figure: 6 Independent variables from the literature

<table>
<thead>
<tr>
<th>Phases</th>
<th>Independent variables</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Planning</strong></td>
<td>Setting goals and objectives</td>
</tr>
<tr>
<td><strong>Managing</strong></td>
<td>Performance review/ feedback</td>
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<tr>
<td></td>
<td>Consistent communication</td>
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<tr>
<td></td>
<td>coaching</td>
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<tr>
<td><strong>Rewarding</strong></td>
<td>Evaluation</td>
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<td></td>
<td>Pay increases</td>
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<td></td>
<td>Personnel development</td>
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</tbody>
</table>

3.2.2 Dependent Variables

In the same vein, the dependent variable is employee performance which could be measured by the degree of productivity achieved.

3.3 Research Design

Research Approach

Inductive research approach was used for the study. It was concerned with the examination of collected data and the development of theories in relation to the literature. Qualitative and quantitative approaches were used to gather information in order to cover all the areas and also to obtain the required answers for creating diverse interpretations of the phenomenon. The method focused on facts about people in relation to their attitudes, beliefs, motivation and behavior towards the Performance Management Approach. The research was descriptive in nature and the main purpose was to describe the state of events or affairs as it existed in
the organization. So the researcher’s job was to report on what happened and not to control variables.

### 3.3.1 Population

The research focused on the employees of the Ministry that constituted the Management staff (occupying managerial positions) that is made up of the administrative Head, (Chief Director), Directors of the various Directorates and Unit Heads. The others were the middle level officers (senior officers) and the lower level officers who included drivers and laborers. The total number of the Ministry’s population is One Hundred and Sixty (160). The research population therefore covered both permanent and contract staff of the Ministry.

The research was conducted to ascertain whether the Performance Management System in place was really achieving its purpose and making the necessary impacts as compared to the old system of Performance Appraisal. It was also designed to help identify any gaps that may hinder its success and future performance.

### 3.3.2 Sampling procedure

The research sought to gather information about the whole group of employees in the Ministry with regards to their views on the subject under study but it was however made to observe only a part of the population (the sample) so that in the end, the sample could be generalized.

Therefore, in order to get a fair representative sample of all the employees, the simple random sampling procedure under the probability sampling technique was used in order to give every employee equal chance of being selected.

Fifty-five (55) officers were randomly selected from the three categories of employees working currently at the organization. However, the
researcher decided to involve all employees in the exercise when offered the opportunity.

3.3.3 Data Collection

Primary sources of data were accessed, assessed and analyzed on Performance Management Approach. Questionnaires were prepared on both open and closed questions; multi-choice types of questions were administered. The questionnaires again focused mainly on the differences between the implementation of the Performance Management System and Appraisal system and how the new system impacts performance positively. In the process, existing gaps in the current system were identified.

The questionnaires were developed by the researcher and finalized by the research adviser at the school in order to clarify certain pertinent issues for respondents to understand and respond accordingly.

3.3.4 Data Analysis Procedure

The research activities focused on the Ministry of Power. As earlier mentioned, information was collected and collated from all categories of employees. Every type of data relating to the questions were as well noted and gathered to answer the different research objectives. The information gathered was processed by analyzing existing gaps found in both the old and the new system. Interpretations and analogies were done based on the results obtained from administered questionnaires by identifying the causal effects of both independent and dependent variables. Finally, main findings were thoroughly discussed in the summary.
3.3.5 Conclusion

The research aimed at unraveling important issues affecting Performance Management System at the Ministry and the best way to deal with them to ensure better work performances. With the given methodology for this research, the student researcher anticipated that the main objectives of this research would be met in the long round.

3.4 Status of implementation of Performance Management System in Ghana

Performance Management which is popular within human resource management study can generally be defined as an organization achieving success by implementing all the processes and activities it considers to be the required essentials for achieving success. The essence of Performance management is to help organizations provide conducive environments that have the tendency to inspire employees to improve on their performance and attain high standards.

Performances of past and present governments have focused mainly on how authority is exercised in the management of public sector service delivery systems and other resources especially human resources management. This has to do with how government businesses are discharged effectively and also the distribution of goods and services equitably through the formulation, implementation and evaluation of policies by the public service.

The country has adopted good governance which is the new notion blowing across the world and for that matter instituting new measures that would enhance the performance of the public sector. The World Bank defines good governance as “Epitomized by predictable, open and enlightened policy making and transparent processes, a bureaucracy
imbued with a professional ethos: an executive arm of government accountable for its actions and a strong civil society participatory in public affairs and all behaving under the rule of law”. This definition encompasses all aspects of government’s performances in the delivery of public services guided by the rule of law.

According to **Boxall and Purcell, (2003)** “The most important asset of any business walk out the door at the end of each day are the people and the management of people are increasingly seen as key elements of competitive advantage”. It is for this reason that the government of Ghana recognized the need to introduce human resources strategies that focus on cohesiveness, commitments and control in the public service. The need to ensure decentralization in managerial decision making and providing explicit mechanisms that would facilitate adequate training and promoting rewards systems. In Ghana the functions of the executive branch are executed through Ministries, Departments, Agencies, Municipal and District Assemblies located within the ten (10) regions.

The Public Services Commission is in charge of the public sector of Ghana and their major function is to evaluate the general performance of the sector especially the civil service. This is because the Public Service is a labor intensive employer which relies heavily on the performance of its employees for delivery of government services. It is therefore expedient that, the performances of employees are coordinated in an appropriate manner to ensure high productivity.

Over the years the mechanism used for assessing performance was the Performance Appraisal System. However, the system had a lot of deficiencies so an improvement mechanism was substituted. The Performance Improvement Program (CISPIP; 1994-2003) was introduced to provide monitoring and evaluating of civil service institutions. An outstanding feature of the program was the signing of performance
contract between government and senior officials especially administrative heads (Chief Directors) in the public sector.

3.5 Problem Highlights

Countries and organizations around the world define performance management differently as a result of the lack of one common framework that could guide institutions in the performance management process. However, literature reviews conducted so far on the topic provide a complete picture of how the ideal type of performance management should be. This development makes it easy to draw a sharp contrast between the ideal type of performance management and the actual Performance Appraisal system practiced at the Ministry.

According to the literature review (in subsequent pages), Performance Management System is “A formal, structured process used to measure, evaluate and influence employees job related attitudes, behaviors and performance results” Jackson, Schuler and Werner (2009). The literature further explains that, the performance system recognizes reward system, appropriate feedback, training and development, clarifying goals, coaching and planning for career progressions of employees. This provides a complete Performance Management System.

The Ministry lacked this kind of system since it adopted and maintained the Performance Appraisal System. The literature revealed that even though performance appraisal should embrace some factors mentioned in the Performance Management System, it generally focused on results or outcomes of job performance and not the process and attitudes of employees which are pivotal to reaching organizational goals, Antonioni (1994) Lawler (1994) and Analovi (1999).

Another area of concern is the methodology used in appraising performance. Mathis & Jackson (2006) discussed the appraisal process
According to them, the process must follow a sequential order of planning the performance, examining work performed through to the end when the goals for the next period are identified and discussed. However, the Ministry did not follow any orderly manner that could serve as a learning process for employees. Goals and objectives were loosely stated without any formal planning and performance indicators were rarely set to assess progress. Reviews at interval ranges for discussion about progress were not done. Coaching activities were not considered and further to this, appraisal interviews were overlooked.

As Sutherland, (2003) mentioned in her three (3) main steps in appraising, she pointed out in step two that, appraising performance means comparing an employee’s actual performance to the standards that have been set. About 80% of employees at the Ministry did not have any information or clue about performance standards defined by the organization. That knowledge remained with top management, and a few middle level employees got wind of it based on their working relationships with supervisors and nature of projects they handled. Mathis & Jackson (2006) call it performance criterion for measuring performance. Expected standards of performance should have been clearly defined by superiors in various directorates to guide subordinates work towards meeting them. This could have simply improved their performance because it is a motivation tool.

Continuous communication is as important as achieving the mission of an organization. However, frequent communication on goal achievement was neglected by the managers. Armstrong (2004) opined that, a platform must be created to encourage continuous dialogue between supervisors and subordinates to help clarify expectations and accomplish goals. Managers provided the needed supervision but frequent communication with regards to obtaining objectives, targets and goals were relegated to
the end of the year. This as mentioned earlier could not provide any corrective measure on performance.

Finally, measuring of employees’ performances is another issue of concern. Measuring performance was basically based on results and not the attitude’s perceived by superiors. Boxall Purcell and Wright (2003) argued that, it is wrong for managers to measure just outcomes of performance and mentioned fivefold danger associated with it. Balzer and Sulsky (1990) were also quick to share their thoughts on the need for raters to use the Appraisal System to change employees’ attitude for better performance.

3.6 Conceptual Framework for Evaluation of Performance Management

The graph at the end of this section displays and explains the process by which goals and objectives in the Ministry were to be achieved. The Performance appraisal system was expected to guide managers in monitoring and managing employees’ attitude that would have facilitated their work in meeting the desired goals.

It ensures that managers and employees are on the same path of knowledge acquisition about the expectations of the organization. As described by Armstrong and Baron (2004) the expectations inform the skills, knowledge, competences and the capacity needed to achieve the desired goals. The system also ensures that, feedbacks are given on desired results which make it easier for performance measurement to be carried out. It also helps to compare desired results to actual results that can rate the level of performances based on the criteria defined by the organization. Moreover, the system tends to enhance frequent communication between managers and employees, making it easy for employees to share their challenges and assist managers on how best those
challenges can be developed to impact their performance positively. Such enlightenment would help managers to plan strategically by designing adequate training programs to equip employees to obtain individual and departmental goals that are linked to the main goals of the organization.

**Figure: 7 Performance Framework**

Accomplishment → Recognition & Status

Desired Performance → Annual Review

Actual Performance → Feedback Mechanism

Measurement → Development

Vision, Mission, Strategy, Value
CHAPTER 4: RESEARCH FINDINGS AND ANALYSIS

4.1 Introduction

This chapter contains the results, analysis and evaluation of the data collected through the administering of questionnaire to senior and junior officials at the Ministry of Power. The section also seeks to describe and discuss the content and the characteristics of data collected in the study. Tables were used to present the findings in percentages, average marks and standard deviations to make understanding and evaluation easy from the reader’s perspective. The areas to be considered for discussion are: questionnaire respondent rates, analysis of demographic characteristics and presentation and interpretation of findings as well as the limitations of the study, gaps analysis, evaluation and conclusion.

4.2 Questionnaire respondent rates

<table>
<thead>
<tr>
<th>Category of Respondents</th>
<th>Questionnaire Administered</th>
<th>Questionnaire Received</th>
<th>Questionnaire Analyzed</th>
</tr>
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<td>24</td>
</tr>
<tr>
<td>Deputy Director</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assistant Directors</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heads of Units</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engineers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Administrators</td>
<td></td>
<td></td>
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<td>16</td>
</tr>
<tr>
<td>Secretaries</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Drivers</td>
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<td></td>
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<tr>
<td>Others</td>
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<td></td>
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<tr>
<td>Totals</td>
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Table: 1
### 4.3 Demographic Data of Respondents

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<td></td>
<td>Assistant Directors</td>
<td>7</td>
<td>17.5</td>
</tr>
<tr>
<td></td>
<td>Engineers</td>
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<td>17.5</td>
</tr>
<tr>
<td></td>
<td>Administrative officials</td>
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<td>Junior Officials</td>
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</tr>
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<td></td>
<td>11-15years</td>
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<td>17.5</td>
</tr>
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<td>16-20years</td>
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<td>1</td>
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<td>Satisfaction</td>
<td>14</td>
<td>35</td>
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<td></td>
<td>Promotion</td>
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<td>Human Relations</td>
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<td></td>
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</tr>
</tbody>
</table>
As mentioned earlier, out of the total target of fifty-three (53) respondents, forty (40) officials responded making the participative rate to be 7.54%. The demographic data shows that more males responded than females. With respect to the age groupings, it was realized that, most respondents were below forty (40) years old.

Designations of respondents as shown in the data, presents about 24% of senior officials participating as compared to the limited number of junior officers who made up to 16%. With regards to working experience, a great number of respondents had more than six (6) years working experience and none had less than one year. This implies that, the results of the survey will be based on views of mostly, experienced officials.

PRESENTATION AND INTERPRETATION OF THE FINDINGS

4.4 Identifying Gaps - Old Performance Appraisal System

<table>
<thead>
<tr>
<th>Scale</th>
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<th>Q9</th>
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<th>Q12</th>
<th>Q13</th>
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<td>17.5%</td>
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<td>25%</td>
<td>15%</td>
<td>37.5%</td>
<td>15%</td>
<td>25%</td>
</tr>
<tr>
<td>4</td>
<td>27.5%</td>
<td>32.5%</td>
<td>15%</td>
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<td>12.5%</td>
<td>7.50%</td>
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<td>32.5%</td>
<td>5%</td>
</tr>
</tbody>
</table>

In order to be able to measure the exact results from respondents, a 5-point scale was introduced to help them draw their conclusions and as a
means of identifying gaps on the performance of the old Appraisal System. 1 represented Strongly Agree, 2 – Agree, 3- Neutral, 4 – Disagree and 5 – Strongly Disagree.

As the figures in percentages show, with question 7, 40% of respondents believed that, the Appraisal System measured only outputs and not attitudes of employees while 20% strongly agreed to the statement. 32.50% disagreed (under question 8) that goals were not mutually set by appraiser and appraise, meaning it was carried out by both and 20% also believed the statement to be true. This difference occurred because most of the senior officers especially the Engineers in particular normally worked closely with their Directors and supervisors. Review meetings with Managers are requisites of the engineers’ job since they have to discuss targets and goals on projects occasionally together. With reference to question 10, 42.50% of respondents agreed that Supervisors did not provide continued feedback on progress of performance as against 27.50% respondents who disagreed. The result is so because, employees mostly prefer Managers to communicate back the results of the outcome of their job assignments so they can assess their own performances and improve on them steadily but in most situations, this was not realized. The first 3 questions were negative statements made to assess the gaps under this system and it seems the answers are pointing to the fact that the system lacked these important elements. The other 6 statements were positive which received different reactions. 47.50% of respondents claimed (question 9) they were aware of performance expectations set by the organization and departments but 27.50% disagreed. This category of respondents may have been middle level officials whose nature of work and position might have helped them to understand the standards set for the organization and their departments. Under question 11, 22.50% agreed that they received training whiles 25% disagreed, and another 25% chose neutral. This also identified another gap in the delivery of training
programs since majority of the respondents could not indicate they had enough training. Under question 12, 52.50% of respondents refused the statement made about several review meetings held under this system showing another gap in the system. Question 14 saw 32.50% of respondents strongly disagreed on the issue of receiving rewards for outstanding performances as compared to the 2.50% who agreed. The number of respondents who agreed to the statement did so based on their personal experiences with their managers. In the same vain 32.50% respondents agreed that their supervisors assisted them to achieve goals which is a positive impression created about managers providing the needed coaching and guidance to improve performance.

In conclusion, generally, the figures show a mixture of employees who believed the old Appraisal system was relatively good and those who also showed negative sentiments about the system. However, after critically assessing the results, the overall conclusion is that, real gaps pertained in the old system which emanated from the lack of implementation of some of the above relevant factors (independent variables).

### 4.4.1 Impact of New Performance Management System

<table>
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<tr>
<th>Scale</th>
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<th>Q18</th>
<th>Q19</th>
<th>Q20</th>
<th>Q21</th>
<th>Q22</th>
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<td>10%</td>
</tr>
</tbody>
</table>

Table: 4

To unravel the extent of impact the new Performance Management System has on employees’ performance, 7 questions were asked with
results based on the scale of 1 to 5. As displayed above, 55% of respondents (question 16) showed that, they received coaching and guidance from their Supervisors whiles 27.50% also strongly agreed to this statement about the new system. However, 10% disagreed to the statement and it shows the need for H.R to constantly train Managers on these activities. 45% agreed to the statement that, information needed is provided timely by both supervisor and subordinate (under question 17), 20% of respondents’ positions were neutral and 15% disagreed. The low marks throw lights on the fact that some officials were left out in the communication link. Answers to question 18 reveal 50% of respondents who had their personal goals aligned to the major goal of the organization. This is viewed as a great achievement. With question 19, 57.50% of respondents believed their performance improved spontaneously whenever they were motivated. However, proper reward system has to be instituted to ensure better management. Under question 20, 35.50% of respondents suggested that, goals were set together by supervisor and subordinate for the period under review and 27.50 also strongly agreed. It implies, the new PMS is gradually realizing its purpose. For question 22, 35.50% greed and 17.50% also strongly agreed that their supervisors showed interest in their career progression but 25% of the respondents remained neutral and 10% strongly disagreed. As mentioned earlier, this is considered as a training gap that must be addressed.

In conclusion, the figures generally show a positive presentation about the new Performance Management System and its positive impact on employees’ performance and productivity. However, the average and low percentages lay hold of the fact that there are minor gaps in the system that must be eliminated. Issues surrounding coaching activities, communication and information flow and career progressions of employees must be considered and improved upon, since some respondents feel they are left out in these areas. Moreover, some
respondents raised issues about the complexity of the new system which they find to be very frustrating. These factors explain the gaps in the new system.

4.4.2 Comparison between Old Appraisal System & New Performance Management System.

The results received about employees’ views and impressions on the old Performance Management System were not straightforward as compared to the new PMS even though both showed some gaps. In summary nearly half the number of respondents believed that the old system worked well and a good number also disagreed to this idea. This might have happened based on the kind of leadership style each employee experienced during its implementation. Generally speaking, the system was not effective, but the practical implications of the results is that, leaders who espoused effective leadership skills were able to meet the demands of their employees and the organization as a whole. Leaders who waited for the system to work could not meet the demands of employees and therefore could not influence their performance enough.

Results about the new system show employees’ satisfaction about the new System guiding the current work processes, hence, the high rate of positive responses given under each question without wide gaps of contradictions. It shows that the system is quite effective as compared to the old system. However, the few challenges raised by respondents show some of the gaps in the system that need to be addressed.
4.4.3 Assessing the Future State of New Performance Management System

<table>
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<tr>
<th>Scale</th>
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<td>5%</td>
</tr>
</tbody>
</table>

Table: 5

In order to help predict the future performance and state of the new Performance Management System, a set of 7 questions were raised in relation to the current practices and its continues performance. All the answers provided under each question received high rate of responses as shown in each column. Majority of respondents believed that, the new system will encourage superiors to train more employees, facilitate information flow, and mutually set goals with employees, consistently link employee goals to organizational goal and among others. However, the table shows an average number of respondents in the ‘Neutral’ and ‘Disagree’ categories which reveal the slight gaps in the system identified earlier in the previous section that may hamper the success and sustainability of the system.

In conclusion, the prediction about the future state of the new system can be viewed as a promising one since the results of data had proved so. The new system is considered to be good and can be considered as the ideal type of Performance Management System defined by the literature review despite the few challenges it may have.
4.4.4 Categorical Conclusion on New Performance Management System

<table>
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<tr>
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</table>

Table: 6

Finally, the researcher wanted to know about the views and impressions individual respondents had about the new Performance Management System. Therefore 5 positive questions were developed under this section. The questions were also intended to reveal gaps in the system. Interestingly, 35.50% representing the highest figure disagreed to the statement that the new system is easy to follow. However, 55% of respondents believed that, the new PMS has improved upon their performance as compared to the old Appraisal System. Under question 32, 45% agreed and 25% strongly agreed respectively that the system helped to achieve the desired results. 47.50% agreed and 27.50% also strongly agreed under question 34 that, the system has helped them to understand the broad goal of the organization. Finally, 50% agreed whiles 30% strongly agreed that, the new system inspired them to put in their best performance (under question 35).

In conclusion, apart from question 30 which saw a high degree of the negative impressions about the new system and which may have occurred due to the difficulty in its management, the rest of responses to the other important questions confirmed that, the new system is highly effective and employees have confidence that organizational goals will be met.
4.5 SUMMARY OF FINDINGS

Respondents’ Perspective

This section talks about the summary of results with the conclusions of analysis made together with limitations observed and finally provide analysis of gaps identified in the PMS.

Most respondents showed different reactions towards the new Performance Management System even though the data reflects their receptiveness towards the system. Issues that were raised are categorized under planning and utilization of the Performance Management System.

Under planning, most respondents maintained that, refresher programs and other extensive training programs on Performance Management System should be planned and organized on a yearly basis for all employees. This will help sensitize all categories of staff about the relevance of PMS and also increase their commitments and understanding that would facilitate the smooth running of the system. Training programs would provide them with skills needed for completion and evaluation of reports and assessing of performance.

In terms of the system’s utilization, some respondents mentioned the need for H.R.M to ensure strict adherence to the application of procedures by both managers and employees in their daily assignments. Most respondents also argued that, the new system is quite complex and difficult to follow. Therefore, the structure of the system should be reconsidered by authorities to make it easier for implementation. Also, for easy accessibility, there was a suggestion for it to be digitalized where evaluations would be carried out online.
4.5.1 Researcher’s Perspective

Some respondents appreciated the performance of the Appraisal System.

Nearly half of the respondents, about 29.29% believed the old system was however ineffective.

Most employees are aware and appreciate the new Performance Management System which is evident in the detailed information they shared on how best it can be sustained.

The data also shows that; the Ministry is following the ideal type of Performance Management System. This is because the greater number of respondents, 44.64% agreed that the new system impacts on their performance.

The new system has less gaps, the system is smooth and achieving results. The PMS was compared to the Performance Appraisal system and the conclusion was drawn.

Responses also show that, the future of the new Performance Management system is bright but identified gaps must be eliminated. The data speaks for itself as it shows 40.00% being the highest figure agreeing to this fact.

The general impression given by majority of respondents showed that, employees are satisfied with the existing system of Performance Management and a better substitution of the old system. 47.50% is the highest number supporting this idea.

The final analysis on the findings from both the respondents and researcher’s perspectives show that, gaps were identified within the appraisal system as well as the new PMS. The gaps in the old system existed as a result of the absence of performance variables such as coaching, mentoring, reward systems, career planning, rigorous training and developments among other important performance factors. According
to the data, gaps in the new system are less as compared to the old system. However, its performance will be excellent when the Ministry introduces effective strategies and measures that would alleviate the gaps and sustain the system on long term basis. Moreover, the complexity of the new system needs to be restructured to simplify its use for improved performance.

4.6 Limitations of the Study

Some challenges that had adverse effects on the survey are as follows:

- Most employees were unwilling to provide their email addresses accounting for the low participation.
- No email address was received from a Director
- There was also low rate of respondents submitting completed questionnaires as a result of heavy schedules (according to some respondents).
- Lack of access to computers were complains of many
- Weak or no internet was a major problem
- Some respondents refused to answer the open ended- question.
- Other employees showed no interest at all.
- The absence of the researcher, made it difficult to influence a great deal of staff to cooperate and complete more questionnaires.

4.7 Conclusion

Through the research conducted, adequate answers have been found that seem to reach the objectives set from the beginning. The researcher was curious to know whether the new system represents the ideal type of performance Management described by scholars and was keen to reveal any gaps that may frustrate its implementations. She was as well determined to identify the exact gaps that existed in the old system so as
to help build and maintain the new system in the best and efficient manner. Finally, the future conditions of the new system were assessed to predict its life-span. The findings have provided adequate answers to meet the objectives (as discussed in chapter 5)
4.8 GAP ANALYSIS

Comparing the Old Appraisal System, the new Performance Management System and the Future State of the PMS by GENDER

<table>
<thead>
<tr>
<th>Row Labels</th>
<th>Sum of OLD SYSTEM</th>
<th>Sum of STDEV. P</th>
<th>Sum of NEW SYSTEM</th>
<th>Sum of STDEV. P2</th>
<th>Sum of FUTURE STATE</th>
<th>Sum of STDEV. P3</th>
</tr>
</thead>
<tbody>
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<td>Female</td>
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<td>45</td>
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<td>44.43</td>
<td>14.14</td>
</tr>
<tr>
<td>Male</td>
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<td>42.14</td>
<td>12.12</td>
<td>40.71</td>
<td>15.45</td>
</tr>
<tr>
<td>Grand Total</td>
<td>109.78</td>
<td>8.21</td>
<td>87.14</td>
<td>22.91</td>
<td>85.14</td>
<td>29.58</td>
</tr>
</tbody>
</table>

Table: 7

Figure: 8

The above data and graph on male (21) and female (19) respondents show their reactions towards the old Performance Appraisal System, the impact of the new Performance Management System and the Future State of the new Performance Management System (PMS). The data is a summary of the various averages and standard deviations which were organized from responses provided to the set of questions designed each under the three (3) categories of systems. It considers the overall impressions about respondents that again bring out the gaps in the systems. 53.89, 45.00 and 44.43 represent the views of females about the systems as compared to the males. The high figures showing under the old system for both males and females give the impression that majority of the respondents
disapproved the practice of the old system. It also confirms that most respondents under these categories selected ‘Neutral, Disagree and Strongly disagree’ (these were represented by numbers 3, 4 and 5) to show their negative sentiments towards the system. Hence the wide variation between the old, new and future of the PMS and as illustrated by the standard deviations. The table also shows that, the females prefer the new system and are optimistic about its future performance than the males. The females opted for the new system more than the males probably because the new system tends to involve every one without finding favorites that recognizes males more than females.

In summary, it can be concluded that, there were significant gaps that existed within the Performance Appraisal system that are not found in the new Performance Management System as the figures have shown. Since the average numbers approving the new system is quite lower than the numbers representing the old system.

### 4.8.1 Comparing the Old Appraisal System, the new Performance Management System and the Future State of the PMS by AGE-RANGE

<table>
<thead>
<tr>
<th>Row Labels</th>
<th>Sum of OLD SYSTE M</th>
<th>Sum of STDEV. P</th>
<th>Sum of NEW SYSTE M</th>
<th>Sum of STDEV. P2</th>
<th>Sum of FUTURE STATE</th>
<th>Sum of STDEV. P3</th>
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<td>0.11</td>
<td>1.57</td>
<td>0.59</td>
<td>1.86</td>
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<tr>
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</tr>
<tr>
<td>31-40</td>
<td>69.67</td>
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<td>58.71</td>
<td>13.94</td>
<td>58.71</td>
<td>17.66</td>
</tr>
<tr>
<td>above 40</td>
<td>26.33</td>
<td>2.58</td>
<td>18.43</td>
<td>6.01</td>
<td>19</td>
<td>7.95</td>
</tr>
</tbody>
</table>

**Grand Total**

<table>
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<tr>
<th>Sum of OLD SYSTE M</th>
<th>Sum of STDEV. P</th>
<th>Sum of NEW SYSTE M</th>
<th>Sum of STDEV. P2</th>
<th>Sum of FUTURE STATE</th>
<th>Sum of STDEV. P3</th>
</tr>
</thead>
<tbody>
<tr>
<td>109.78</td>
<td>8.21</td>
<td>87.14</td>
<td>22.91</td>
<td>85.14</td>
<td>29.58</td>
</tr>
</tbody>
</table>
Figure: 9

Under this category, four (4) respondents constituted 21-30-year group, twenty – seven (27) were between 31-40-year group and nine (9) of them were above forty (40) years. Assessing the summarized data from the table and graph carefully, it is obvious that, majority of respondents created the impression about the old system not being adequate, it maintained a high average mark as compared to the others. It is interesting to note that, even though majority of the groups vouched for the new system, most respondents within 31-40 age range were quiet uncertain about the new system because it shows 58.71 as average marks for both the new system and the future conditions in terms of sustainability.

Also as the graph shows, ages 21-30 years as well as above 40 years’ groups reveal their strong convictions about the effective performance of the new system and its future sustainability. The results may probably be because respondents in these categories may either had low or high working experiences and therefore had the enthusiasm to either (new employees) explore or try to make an impact (well experienced officials) through the use of new knowledge gained from the utilization of the new system. It can be concluded that, among the three different age-groups, respondents within the middle age group (31-40) were pessimistic about the performance of the new system. It is a reflection that majority of respondents from this category criticized the new system to be complex, rigid, involving lengthy evaluation procedures, lacks clear job descriptions and therefore offered suggestions for improvements.
4.8.2 Comparing the Old Appraisal System, the new Performance Management System and the Future State of the PMS by WORK EXPERIENCE

<table>
<thead>
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<th>Sum of OLD SYSTEM</th>
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<th>Sum of NEW SYSTEM</th>
<th>Sum of STDEV.P2</th>
<th>Sum of FUTURE STATE</th>
<th>Sum of STDEV.P3</th>
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</thead>
<tbody>
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<td>0.11</td>
<td>1.57</td>
<td>0.59</td>
<td>1.86</td>
<td>0.77</td>
</tr>
<tr>
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</tr>
<tr>
<td>1-5yrs</td>
<td>22.44</td>
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<td>16.71</td>
<td>4.53</td>
<td>14.43</td>
<td>5.92</td>
</tr>
<tr>
<td>1-5yrs</td>
<td>3.11</td>
<td>0.22</td>
<td>2.57</td>
<td>0.56</td>
<td>2.86</td>
<td>0.79</td>
</tr>
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<td>16-20yrs</td>
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<td>9.86</td>
<td>2.39</td>
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</tr>
<tr>
<td>6-10yrs</td>
<td>43</td>
<td>3.89</td>
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<td>8.81</td>
<td>34.29</td>
<td>11.13</td>
</tr>
<tr>
<td>6-10yrs</td>
<td>5.44</td>
<td>0.22</td>
<td>4.43</td>
<td>1.16</td>
<td>5</td>
<td>1.59</td>
</tr>
<tr>
<td>above 21</td>
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<td>3.14</td>
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</tr>
<tr>
<td>Grand Total</td>
<td>109.78</td>
<td>8.21</td>
<td>87.14</td>
<td>22.91</td>
<td>85.14</td>
<td>29.58</td>
</tr>
</tbody>
</table>

Table: 9

Figure: 10

As enumerated above, the different levels of working experiences have shown diverse reactions toward the systems but as it happened in the other groups, majority of respondents within these levels have shown displeasure about the old system. However, the notable marks with high rate of figures came from 6-10-year work experience group which recorded 43.00 for old system, 33.29 for new system and 34.29 for the future of the new system. The reason for such reaction may be as a result of their inability to fully
comprehend how the new system operates especially because they shared some concerns and therefore could not determine its performance in the near future. However, the general impression given is that employees would continue to reach goals and perform better meaning; the new system can be sustained if adequate measures are taken to close existing gaps.

The diagram depicts the extent to which the various groups appreciate the systems. As mentioned earlier, 6-10 years’ group show a significant high marks for all systems whiles the others show relatively low marks.

4.8.3 Comparing the Old Appraisal System, the new Performance Management System and the Future State of the PMS by POSITIONS

<table>
<thead>
<tr>
<th>Row Labels</th>
<th>Sum of OLD SYSTEM</th>
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<th>Sum of NEW SYSTEM</th>
<th>Sum of STDEV.P2</th>
<th>Sum of FUTURE STATE</th>
<th>Sum of STDEV.P3</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>2.11</td>
<td>0.11</td>
<td>1.57</td>
<td>0.59</td>
<td>1.86</td>
<td>0.77</td>
</tr>
<tr>
<td>Asst. Dir</td>
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<td>13.57</td>
<td>4.13</td>
</tr>
<tr>
<td>Dep.Dir</td>
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<td>2</td>
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<td>1</td>
<td>0.83</td>
</tr>
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<td>Junior</td>
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<td>34.43</td>
<td>9.31</td>
<td>34.71</td>
<td>12.9</td>
</tr>
<tr>
<td>Senior</td>
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<td>7.7</td>
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</tr>
<tr>
<td>Unit Head</td>
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<td>2.57</td>
<td>1.29</td>
<td>2.43</td>
<td>1.55</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>109.78</strong></td>
<td><strong>8.21</strong></td>
<td><strong>87.14</strong></td>
<td><strong>22.91</strong></td>
<td><strong>85.14</strong></td>
<td><strong>29.58</strong></td>
</tr>
</tbody>
</table>

Table:10

![Figure: 11](image-url)

![Figure: 11](image-url)
In the case of positions, results from all the five (5) different positions indicate the respondents’ interest in the new system but with varying figures as shown in the table and diagram. The result is not very different from the others but it is clear that, the senior officers understand and appreciate the new system better than the junior officers probably by virtue of their high ranks with long working experience as a contributing factor. Moreover, the junior officers possibly appreciate the significant impact the new system has on their work and performance; however, the several review meetings held with strict adherence to other conditions make it harder for them to follow the system with ease. Their marks therefore reflect their uncertainty about the new system in place.

In the final analysis, these four (4) unique groups have all expressed positive impressions about the new Performance Management System and its sustainability as compared to the old Performance Appraisal System. Since all the categories of respondents represent the entire employees of the organization, the results out-rightly inform that, majority of the organization’s population do have strong convictions about the good performance of the new system as compared to the old system when considered in a holistic view. Also, although the data shows majority of responses validating the Assistant Directors and Unit Heads showed their clear stand between the old and the new systems. Their marks of 15.14, 2.57 for the new PMS and 13, 57 and 2.43 for the future effectiveness of the new system, there are still some high average figures that tend to inform about the challenges in the new system which were previously discussed.
4.8.4 Comparison of the Old Appraisal System, the New Performance Management Systems and the Future State of the new PMS.

<table>
<thead>
<tr>
<th>Row Labels</th>
<th>Sum of OLD SYSTEM</th>
<th>Sum of STDEV.P</th>
<th>Sum of NEW SYSTEM</th>
<th>Sum of STDEV.P2</th>
<th>Sum of FUTURE STATE</th>
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</tr>
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<td>1</td>
<td>0.76</td>
</tr>
<tr>
<td>R2.</td>
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<td>0.4</td>
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<td>0.63</td>
<td>2</td>
<td>0.75</td>
</tr>
<tr>
<td>R3.</td>
<td>3.56</td>
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<td>3.86</td>
<td>0.76</td>
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<tr>
<td>R4.</td>
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<td>2.43</td>
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<td>2.43</td>
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<td>0.63</td>
<td>1.14</td>
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</tr>
<tr>
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<td>1.71</td>
<td>0.64</td>
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<td>0.76</td>
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<td>0.64</td>
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<td>0.79</td>
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<td>0.65</td>
<td>2.29</td>
<td>0.79</td>
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<td>0.59</td>
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<td>0.79</td>
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<td>0.92</td>
</tr>
</tbody>
</table>
The table above constitutes the details of the summary of averages and standard deviations for each respondent under both systems irrespective of their ages, positions, experiences and gender. Following and evaluating the trends of analysis from the beginning to the end also reveal nearly same results as shown in the various groups.

A critical examination of the comparison drawn between the old system, the new system and prediction about the future state of the new system provide clear results that consistently showed the old Performance Appraisal System lead with high rates of average figures. This explains the huge gaps identified in the old system as compared to the new. Nonetheless, there is a close margin between the new system and the future state indicating the same degree of gaps that may exist within the new system and possibly the future of the new system if those gaps are not closed. The latest table therefore serves as an affirmation and validates all the analogies and conclusions drawn about the three (3) systems from other groups.

In the final conclusion, it can be said that, the old Performance Appraisal System indeed did not measure up to standards and necessitated the change for the new system. However, even though the new system matches well with the ideal type of Performance management discussed,
its implementation needs improvement to make it work better for the best interest of the organization and the country as a whole. The performance of the future of the PMS depends strongly on the present conditions, once the gaps are removed, employees continues improvement on job performance would be assured.

### 4.8.5 Summary of Factors Explaining Gaps (on Old & New PMS) Using Questionnaire

<table>
<thead>
<tr>
<th>Factors from Questionnaire</th>
<th>Expectations (Ideal State)</th>
<th>Gaps identified from Data in Percentages</th>
<th>Experiences under both systems (Real State)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Appraisal system measured only outputs and not employee attitude</td>
<td>The system was supposed to measure both outputs and employees’ behaviors. This is because, behaviors impacted strongly on performance.</td>
<td>70%</td>
<td>Work outputs were mainly measured. Corrective measures were not designed to correct unpleasant behaviors that affected employees’ performance.</td>
</tr>
<tr>
<td>Goals were not mutually set by appraiser and appraise under the Appraisal system</td>
<td>Goals decided for the period were to be mutually discussed and agreed upon by both the manager and employee.</td>
<td>35%</td>
<td>Goals were set by employees and approved by Managers.</td>
</tr>
<tr>
<td>You were aware of performance expectations/standards</td>
<td>Employees were to be made aware of measures used in assessing their performance</td>
<td>20%</td>
<td>Performance standards were not explicitly made known to employees.</td>
</tr>
<tr>
<td>Supervisor did not provide continues feedback on your progress of</td>
<td>Managers were to provide reports on performance of employees timely and</td>
<td>32.5%</td>
<td>Feedback on performance was not as prompt as</td>
</tr>
<tr>
<td><strong>performance</strong> on a regular basis to improve performance.</td>
<td>expected to help employees assess their own progress and performance.</td>
<td><strong>You received enough training that improved upon your skills</strong> Employees’ deficiencies on the job as well as skill gaps were to be identified to help provide appropriate training.</td>
<td>Training was rarely provided as a result of lack of funds.</td>
</tr>
<tr>
<td><strong>You received enough training that improved upon your skills</strong> Employees’ deficiencies on the job as well as skill gaps were to be identified to help provide appropriate training.</td>
<td>Training was rarely provided as a result of lack of funds.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Several review meetings were held to assess the progress of work.</strong> Review meetings were to be held at the end of every quarter in a year to evaluate progress of performance.</td>
<td><strong>Several review meetings were not held under the Appraisal system. It was conducted annually.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Evaluation was fair under the Appraisal system</strong> Managers were supposed to be fair and accurate in their assessment of employees’ performance.</td>
<td><strong>Evaluation of performances was fair and justifiable.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>You received rewards for outstanding performances</strong> Managers were expected to effectively link individual performance to rewards.</td>
<td><strong>An organized system of rewarding performance was absent. Managers used their discretion to provide rewards.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Good leadership inspires you to perform better</strong> Managers in their capacities were expected to influence and motivate their employees to achieve goals.</td>
<td><strong>Most Employees claimed they were inspired to perform well by their leaders.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Supervisor nurtures you to become an effective employee.</strong> The degree of support provided by Managers to help employees perform their jobs and also provide resources needed for easy job.</td>
<td><strong>Some Managers found it hard to coach performances of employees under their</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Your personal goal is aligned with the major goal of the Ministry</td>
<td>Managers were supposed to educate employees on the need to choose goals that could help achieve organization’s goals and benefit them as well.</td>
<td>-do- jurisdictions because of heavy schedules.</td>
<td>Under the new system, employees are well coached and through that their aspirations are aligned with organizational goals.</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>You and superior set goals together for the period under review.</td>
<td>Under new PMS, managers and employees are meant to share ideas and set performance goals together.</td>
<td>7.50%</td>
<td>Managers and employees plan and set goals together for the specified period for implementation.</td>
</tr>
<tr>
<td>Your supervisor is interested in your career progression.</td>
<td>Managers are supposed to prepare reports on employees’ career advancement on long term basis.</td>
<td>15%</td>
<td>Managers show more interest in employees career by discussing their potential career opportunities available as they provide direct reports for their advancement to H.R.M.</td>
</tr>
</tbody>
</table>

**Figure: 12**

The kind of questions developed for the questionnaire was to help provide the exact gaps in both the Performance Appraisal System and the new Performance Management System. The table tries to give explanations to the performance expectation for each question or statement in addition to the real situations that existed under each system. Also, the figures in percentages are the identified gaps generated from the data analysis to show the areas of lapses in both the old system and the new system.
As mentioned in the previous chapters, the old system records high percentages of gaps as compared to the new system.

4.8.6 Bridging the Gaps (from Findings)

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Current State / Gaps</th>
<th>Future State</th>
<th>Next Actions/ Proposals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Complexity</strong></td>
<td>Paper-based system – very lengthy</td>
<td>Evaluation reports must be simplified for easy completion</td>
<td>Evaluations must be done online</td>
</tr>
<tr>
<td><strong>-do-</strong></td>
<td>Time consuming</td>
<td>A lot of paper reviews consume time</td>
<td>A software can be designed to help facilitate regular reviews that saves ample time for employees and managers</td>
</tr>
<tr>
<td><strong>Objectives of Organization</strong></td>
<td>Most middle and lower level officers have no clear understanding to organizational objectives</td>
<td>Managers should clearly link departmental objectives to the broad objective of org.</td>
<td>Communications Unit must provide flyers at cheap costs that would be floated in all departments providing information about the organization.</td>
</tr>
<tr>
<td><strong>Reward System</strong></td>
<td>Rewards are provided by managers. This may leave some performing employees who are not favorites out.</td>
<td>H.R.M should introduce a structured system of rewarding good performances based on defined criteria and assessments.</td>
<td>A reward system policy can be designed and made available to all members of the organization for the sake of transparency and a means of motivating others to perform</td>
</tr>
<tr>
<td><strong>-do-</strong></td>
<td>Old mechanisms still exist</td>
<td>Reviews of rewards system should be conducted to fit into the changing work conditions periodically.</td>
<td>The welfare executives of the organization should be given the obligation of such</td>
</tr>
<tr>
<td>Training</td>
<td>Less training provided on Performance Management System</td>
<td>Refresher programs should be conducted annually for managers and staff on the new PMS.</td>
<td>H.R.M should involve the activity in its work plan for the year and make the necessary budgets to cover them.</td>
</tr>
<tr>
<td>----------</td>
<td>--------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Job schedules</td>
<td>Most employees are still not aware of the defined job schedules for their positions. They perform their jobs based on managers’ directives.</td>
<td>All employees should be made aware of their job schedules and the job schedules for their next positions. To help them prepare for the future too.</td>
<td>HRM should provide all employees with their respective work schedules at the beginning of every year.</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>Some officials find themselves in Departments they are not pleased with or that do not match their qualifications</td>
<td>HRM should endeavor to place them at their original departments based on qualifications to ensure job productivity and satisfaction.</td>
<td>If departments are full. They can be transferred to other Ministries where they can maximize their skills and attain job satisfaction.</td>
</tr>
</tbody>
</table>

**Figure: 13**

The challenges column provides the main problems of the current Performance Management System indicated by respondents in the questionnaire and they account for the major gaps in the implementation of this new system as found under the Current State Column.

The Current State section informs about some challenges that the new system poses with regards to implementation and has negative effects on employees’ performance.
The Future State section provides the means of closing the gaps identified under the Current State by stating precisely the required actions that should be taken by the Management of the organization. Such actions can be realized when the provisions under the ‘Next action/Proposals’ column are considered and pursued.

4.8.7 Conclusions of overall Analysis

The gaps identified from the new Performance Management System serve as negative implications to the future of the system because, without proper management of these gaps, the performance and productivity of employees would be compromised whiles the success of its future is hampered as well. Therefore, the detailed interpretation given on the objectives of the Performance Management System is to guide the organization to fully practice the PMS and also consider some of the proposed solutions for smooth implementation, provided the government will make funds available for all the important activities to be carried out.

In the final conclusion, it should be noted that, the Public Services Commission has a part to play to make the new system work perfectly. It should endeavor to involve public officials when defining and designing the framework for PMS any time it wishes to make amendments. The Commission must seek the opinions and ideas of public officials. This would make it easy for public officials to understand the system better and transcend performance in its implementation. Finally, the outstanding performances of Chief Directors (Administrative Heads) of Ministries should be acknowledged and rewarded as a way of motivating them to achieve goals and desired results within the specified periods in their respective Ministries.
CHAPTER 5 – CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter brings together the conclusions from the research findings and summarises them as per the set objectives. After which some policy recommendations would be proposed by the researcher and also suggest areas for future research in order to contribute to the current knowledge on Performance Management System.

To conclude on the research, it is expedient to ascertain whether the research objectives of this study were achieved after analyzing the data. It is however, delightful to express that fact, the objectives of the research were met.

Objective 1: To examine the relationship between Performance Management System and work productivity of employees.

It could be deduced from the analysis that, the new Performance management system (independent variable) is really having a great impact on the performance or work productivity (dependent variable) of employees. It shows a direct link between the two and now employees understand the essence of the system since it had a positive influence over their performance. They have fresh opinions about its relevance and answers to why its strict implementation is required by the organization. They follow the procedures guiding their performances and understand the performance variables that are to be observed to enhance individual and organizational performances. They are aware of the gaps in the new
Performance Management System and suggested different ways to improve it.

**Objective 2: To assess the impact of the new Performance Management System and its overall effectiveness at the Ministry.**

Secondly, the new system has improved employees’ work related attitudes and their general job performance in their respective fields. This argument is true as the data collected agrees that, the system is now being followed rigorously to ensure that the overall organizational goals are met. The suggestions given by some respondents showed that, they even want superiors to enhance their skills in administering the system to ensure its effectiveness. They suggested a number of solutions for the system’s efficiency. Again, the data confirmed that, the system is improving communication flow, employees are receiving adequate coaching and supervision from superiors and their personal goals being aligned to organizational goals and some attested to the fact that the system adequately facilitated the achievement of goals.

**Objective 3: To identify the potential gaps between the Performance Management System and Performance Appraisal System.**

Thirdly, the data has proved that there were gaps in the old Appraisal System and there are some gaps in the implementation of the new system too. The data revealed the weaknesses of the Performance Appraisal System by showing its deficiencies in the areas of setting goals, measuring productivity, monitoring and communication among other variables. These were hindrances to the achievement of the major goal and vision of the Ministry in its entirety.
On the other hand, slight problems were identified with the new PMS as noted earlier. Some respondents criticized the system to be quiet complex and demands lengthy procedures. Issues of rewards and management of training programs were also raised as important factors for consideration. There is high tendency that, these gaps identified in the new system may undermine its performance in the near future. However, some respondents believe that the new system can be sustained when it is restructured to ease implementation and also when employees are provided with the tools and appropriate incentives to enhance their commitment to the process. Employees have great hopes that, the performance of the new system would help the Ministry achieve its aim of eradicating the power crisis in the country.

Objective 4: To make recommendations on how to effectively implement the performance management system at the Ministry of Power based on findings.

The last objective as indicated is to provide policy objectives that would continue to improve upon the new Performance Management System without allowing any limitations to hinder its progress and sustainability. However, these recommendations are drawn from the findings and other discussions that need to be incorporated in the Performance Management System.

✓ The new Performance Management System can be improved and maintained through the delivery of extensive training and refresher programs to boost the knowledge and skills of both Management and employees.
The Human Resources Directorate must design a Performance Management Policy that will define:

- Reward systems that are explicit and easily accessible by all departments at the Ministry with approved criteria for rewarding performance based on the different levels of performances that may occur.
- Moreover, job schedules should be defined with clarity, assigning the rights tasks to the right qualifications for effective management of employees’ job functions.
- Performance Management evaluation procedures should be simplified in order to make reviews and evaluations of performance more attractive and manageable.
- Efforts should be made by the Human Resources Directorate to make the new Performance Management System digitized and more accessible.

5.2 Suggestions for Further Studies.

The researcher throughout the study, realized that two main issues have been left untouched about the Performance Management System which can be considered in other researches to minimize the limitations it may have on the subject. The second reason is to help broaden the horizon of the Performance Management System.

- The issue of aligning politics to Performance Management System must be considered. It is an interesting topic but very crucial to the sustainability of the Performance Management process. If clear line is not drawn and means to manage the two are not considered, politics may cause a great hindrance to PMS implementation success.
Performance Management System is a new discipline and therefore, most discussions have been made to focus more on how to make implementation successful. However, best and major strategies to improve and sustain the cycle are equally important and hence a good research topic for that matter.

5.2.1 Proposed Research Questions

- What would be the effectual strategies that will help advance the sustainability of Performance Management System?
- How can politics be integrated into Performance Management System to avoid conflict of interest?
- What are the various designs, methodologies and approaches of Performance Management System that can provide different perspectives to the utilization of the system?
BIBLIOGRAPHY


APPENDIX

RESEARCH QUESTIONNAIRE

Dear Respondent,

You are kindly requested to participate in this because you are a civil servant working at the Ministry.

Please note that, the research will only be used for academic purposes: the answers given in this research will be kept confidential and no information given in this research will be used against you in any way. Genuine answers will be well appreciated.

Thank you very much.

Sylvia Sefa-Dwamena

Graduate School of Public Administration

Graduate Studies

August 23, 2016
Questionnaire on Performance Management System Evaluating the Performance Management Gaps at the Ministry of Power

(For Academic Thesis only)

Section A – General Profile of Respondents

1. Sex:
   a) Male  b) Female

2. Age Group:
   a) Up to 20 years  b) 20-30  c) 30-40  d) above 40 years

3. Designation

4. How many years of working experience do you have?

5. Which department do you belong?
   a) HRM  b) F&A  c) PPME  d) RSIM  e) Renewable  f) Generation & Distribution
   g) Power Trans.  h) Records  i) Others please specify

6. What is the most important thing about your job?
   a) Pay  b) Satisfaction  c) Promotion  d) Human Relations  e) Experience
   f) Others please specify
**Section B: Identifying the gaps within the old Performance Appraisal System as Compared to the New Performance Management System.**

<table>
<thead>
<tr>
<th>No.</th>
<th>Factors</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>The Appraisal system measured only outputs and not employee attitude</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Goals were not mutually set by appraiser and appraise under the Appraisal system</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>You were aware of performance expectations/standards</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Supervisor did not provide continues feedback on your progress of performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>You received enough training that improved upon your skills</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Several</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
review meetings were held to assess the progress of work.

13. Evaluation was always fair under the Appraisal system

14. You received rewards for outstanding performances

15. Your superior showed interest in assisting you to achieve goals

Section C:

This data will help reveal whether the impact of the new Performance Management System meets the requirements of the ideal type of Performance Management System that enhances organizational performance.

<table>
<thead>
<tr>
<th>No.</th>
<th>Factors</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>16.</td>
<td>Supervisor nurtures you to become an effective employee.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17.</td>
<td>Information needed is provided timely by superior and subordinate.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>Your personal goal is aligned with the major goal</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
19. Your performance improves spontaneously when you are motivated

20. You and superior set goals together for the period under review.

21. Good leadership inspires you to perform better

22. Your supervisor is interested in your career progression.

**Future State/ Ideal condition**

What do you think will be the results of the implementation of this new Performance Management System? (Kindly give rank in order of your importance with 1 being most important and 5 being the least important)

<table>
<thead>
<tr>
<th>No</th>
<th>Factors</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>23</td>
<td>Do you think the new system will encourage superiors to train subordinates to perform?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>Will the new system facilitate information flow between employees and their line managers?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>Do you think your superior will always allow you to contribute to the goal setting process?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>26</td>
<td>Can the system maintain the reward system instituted to motivate employees?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>27</td>
<td>Will the system continue to evaluate individual performance by linking employees’ goals to the broad goal?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>28</td>
<td>Do you think your superior will follow the due process always to enhance your performance?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>29</td>
<td>Do you think the system will encourage employees’ career</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Section D: Categorical conclusion on the New Performance Management System

Please indicate the extent to which you agree or disagree with the following statements regarding your general perception about the new Performance Management System.

(Pls tick the item of your choice)

<table>
<thead>
<tr>
<th>No.</th>
<th>Factors</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>30.</td>
<td>The new Performance Management system is easy to follow</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>31.</td>
<td>It has improved upon your job performance as compared to the Appraisal system</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>32.</td>
<td>It helped to achieve the desired results at the end of the period</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>33.</td>
<td>It has improved upon your working relationship with supervisor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>34.</td>
<td>It has helped you to understand the broad goal of the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>35.</td>
<td>The system inspires you to put in your best performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Please kindly provide your valuable suggestions for further improvements

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

Thank you for your experience.
국문초록

에너지부 사례를 중심으로 성과관리의 차이에 대한 평가:
성과관리시스템이 근로자 생산성에 미치는 영향

Sylvia Ama Sefa-Dwamena
서울대학교행정대학원
글로벌행정전공

그 동안 가나 공공부문에서 성과관리의 주요한 도구로 성과평가시스템이 에너지부를 비롯해 여러 조직에 도입 되어 왔다. 그러나 여러 상황적 압력에 대응하기 위해 가나의 공공조직은 기존 성과평가시스템의 개선에 노력할 기울어 왔으며, 이를 통해 조직의 비전, 미션, 목표를 달성하고자 했다. 이러한 노력의 결과로 마련된 성과관리시스템은 조직의 인적자원에 대한 성과를 관리하기 위한 새로운 시스템으로 부상하기 시작했다. 이에 따라 목표했던 결과를 달성하기 위해 효과적으로 성과를 관리 할 수 있는 방안에 대해서 연구가 이루어졌다.

이 연구는 근로자의 성과에 성과관리시스템이 미치는 영향을 분석하고 확인하여 과거의 시스템이 실패한 원인을 탐색하였다. 새로운 성과관리시스템으로 해당 부처의 과거성과를 평가하여 과거 시스템이 실패한 원인을 과거시스템과의 차이와 경과를 통해 알아보고자 하였으며, 이를 위해 귀납적 연구방법론을 적용하였다.
새로운 성과관리시스템 도입 이전과 이후의 비교는 에너지부에 설문조사 시행을 통해 도출하였다.

이 연구의 목표는 과거 성과평가시스템과 새로운 성과평가시스템을 적용했을 때 나타날 수 있는 잠재적 차이를 도출하는 것이며, 그 결과를 바탕으로 새로운 시스템을 적용했을 때 나타나는 미래 성과를 예측하는 것이다. 더 나아가, 본 연구에서는 데이터와 차이분석으로부터 도출된 결과를 바탕으로 정책적 제안을 제시하였다.

과거 성과평가시스템과 새로운 평가시스템을 신중히 비교 분석하면, 새로운 성과평가시스템과 이 시스템을 적용한 미래 상태에 관한 예측은 과거 성과평가시스템을 적용했을 때에 비해 일관적이게 큰 차이를 보였다. 그러나 제시된 정책제안들이 시스템의 미래 지속성 확보를 위해 시행된다면, 신·구 성과평가관리시스템을 가교하는 과정에서 발생하는 격차가 크게 없음을 발견하였다.

마지막으로 본 연구는 연구목적의 성과가 궁극적으로 현실화될 것이라는 분석을 요약하며 마무리한다. 또한, 본 연구결과는 성과관리시스템을 향상시키기 위해 관련 주제가 심화연구로 발전할 수 있는 연구문제를 제시하여 새로운 분야로 연구되어야 한다는 필요성을 제시해주고 있다.

**주요어:** 차이확인, 성과평가, 성과관리

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