

Research Paper

The effects of performance appraisal on organizational objectives in selected medical facilities in the Bodi district, western region, Ghana

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ABSTRACT

The study examined the effect of performance appraisal on organizational objectives, using the case of selected medical facilities in Bodi district. Specific objectives of the study covered the performance appraisal techniques employed, employee's perceptions of fairness in performance appraisal, the problems militating against effective performance appraisal and the impact of performance appraisal on organizational objectives of medical facilities in Bodi District. The study population was the entire staff of medical facilities in Bodi district which is estimated to be a total of 200 and a sample size of 132. The study used primary data and a questionnaire was used in collecting the data. The study revealed that the three most commonly used performance appraisal methods in the medical facilities in Bodi District were the Behavioural anchored rating scale, Ranking method and the 360 degree. The research also found that performance appraisal had a positive impact on several key organizational objectives.

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1. INTRODUCTION

There are many human resource policies that organizations implement. One of these policies is performance appraisal, of which organizations seek to effectively implement. Performance appraisal refers to the process of giving formal appraisal and rating employees by their managers during or as part of a review meeting [1]. As per [2], performance appraisal or employee appraisal is a process whereby job performance of an employee is appraised on average in terms of quality, quantity, cost and time usually by a line manager or supervisor in the same department. In the modern application, performance appraisal has been utilized to imply the process of guiding and assessing employees in reference to their work and output [3].

Essentially, what is measured gets accomplished. Thus, the knowledge that one is being observed or measured alone leads to improvement in performance and development of cooperative behaviour. Appraisal systems fall in two categories that is traditional methods and modern methods [4]. For performance appraisal to be very effective, there is the need for the support of management who are at the top to show that they are committed. According to [5], their commitment should be seen in their translation of goals as well as the objectives of the organization into individual employee smaller goals that can easily be achieved. The consequences of conducting performance appraisal that is not guided by set goals can be devastating including staff dissatisfaction, declining productivity and organizational loyalty [6].

The literature regarding Human Resource Management suggested that performance appraisal is one of the areas that the HRM researchers and practitioners have been paying attention to due to its perceived effect on the overall effectiveness of the organization [7], [8], and [9]. In addition, other crucial positive job outcomes like organizational commitment, job satisfaction, and work performance were also reported to have an influence on the practice [10]. Therefore, proper employee performance appraisal will support the competence of the employee performance analysis [11], which could be reflected on the overall employees performance and organizational performance effectiveness.

2. RELATED WORK

Critically reviewed literature is presented in this chapter. The review begins with a description of what performance management and appraisal are and historical backgrounds of the history of performance appraisal. The methods of performance appraisal are also analyzed and the perception of employees regarding performance appraisal and its impact on the organizational goals. Among the most significant human resource management concerns are performance appraisal system and performance management and are deemed relevant in terms of training, development and promotion [12].

Performance appraisal refers to the process of measuring, monitoring and improving the performance of the employee as an individual to the performance of the entire organisation. Since [13] have defined performance appraisal as a specific, formal and organizationally approved incident, not taking place more than once or twice a year, which has explicitly identified performance dimensions and/or criteria which are utilized in the appraisal process. Performance appraisals refer to the process in which the supervisors evaluate, post-factum, the job-related performance of the supervisees and distribute rewards to the supervisees on the basis of the evaluation [14]. It also makes sure that the employees are aware of how organizations want them to perform with respect to organizational goals following evaluation of their performances [15]. This creation of awareness as stated by de Waal (2004) concurs with one of the findings of [16] which is that the central purpose of performance appraisal is to provide periodic and formal feedback to individual employees. Performance appraisal as a formal organization event is done with some

reasons. In the reasons why performance appraisals are done as [17] explains, one of the reasons is what they refer to as performance reviews.

They define performance reviews as such where managers engage in a conversation with their employees regarding their progress in their respective jobs, their strengths and weaknesses that need more development. Secondly, they refer to reward reviews and define it as typically independent discussions but are tied to the appraisal system where the manager informs about rewards like pay, benefits or promotion and gives feedback. Lastly, they talk about possible reviews which translate into conversations regarding the possibilities of the employees to advance, and what kind of work they will be adjusted to in the future and how they can do it. In one such related discussion, [18] mentions the existence of two reasons common to performance appraisal: evaluative and the developmental purposes. The purposes of appraisals are often numerous: to ensure documentation and justification of future actions of personnel, to motivate workers, to reveal the areas of professional development, and to inform about the organization priorities [19].

Conceptual Framework

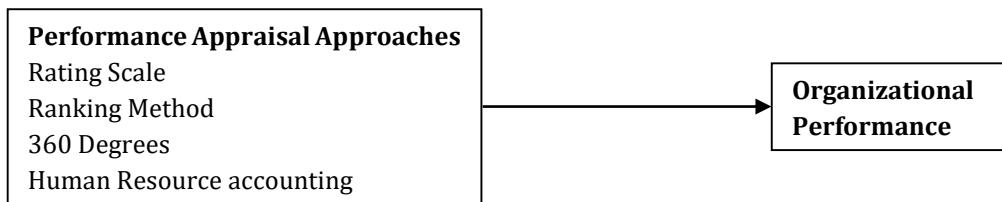


Figure 1. Conceptual Framework

As shown in Figure 1, the results indicate that, the chapter discussed the different methods and approaches of performance appraisal such as the ranking approach, graphic rating scales, critical incident approach, narrative essays, management by objectives approach, behaviorally anchored rating scale (BARS) approach, human resource accounting approach, assessment centers, and 360 degree feedback and 360 degree feedback. Another aspect that was addressed by the section was the perceptions of performance appraisal to employees, how this affects job satisfaction, and how it correlates with organizational goals.

3. METHODOLOGY

The study's methodology is covered in this section. It focuses on the study area, population, research design, data source, sample size and technique, data collection methods and tools, data analysis methods, and ethical considerations. Research methodology is a plan which serves as a course of action that is followed to solve a problem, it includes various methods that is used to arrange the study and to collect and analyse data [20]. Methodology is the approach that is used to thoroughly solve research problems [21]. The research methodology tells the reader how the researcher carried out the investigation; that is, how the researcher was able to find answers or solution to the research questions. Research design relates to the framework that guides a study.

It is simply the skeleton of the study which provides a trace for the study to achieve intended objectives. Research design, according to [22], offers a framework for data collection and analysis as well as the general direction and structure of an investigation. In short, it is how data is collected and analysed to answer proposed research questions. As [23] argues that it is the blueprint of any study that guides the method for data acquisition and analysis and how the objectives of the study are achieved. A research design is a set of principles or general rules that needs to be adhered to in order to tackle the research problem. It allows the researcher to figure out the suitable research decisions in order to ensure the validity of the research results [24].

The case study research design-making use of quantitative approach was employed in this research. The case study design enabled data to be collected about the phenomenon under investigation at a point in time. It enables an in-depth understanding regarding any particular research question posed by

allowing for the study of the case. Here [25] define case study as a design that pays attention to details at a point in time than a general survey with little details. This study is purely quantitative and made use of questionnaires to collect quantitative data.

In order to examine performance evaluation in the medical facilities in Bodi District, the case study used a quantitative methodology. The total number of subjects, objects, or cases from which generalizations are to be drawn is known as the population in any research study. It is the total number of things that the researcher is interested in. [26] states that the entire set of units for which inferences are to be drawn from survey data is the population. For the purpose of this study, the population was all employees of all health facilities in Bodi district. It is estimated that there are about 200 health workers in the Bodi district. Researchers must come up with a plan to find a representative subset of the population, known as a sample [27]. The sampling method is the process of choosing this subgroup from the use population. The two primary sampling methods-probability and non-probability sampling methods are described [28]. According to Tyrer and Heyman (2016), probability sampling techniques are those that have a known chance or probability of choosing a subject or individual. In this study, 150 health workers from the district were chosen to participate using the basic random sampling without replacement technique.

One benefit of this sampling strategy is that it gives every employee an equal chance of being included in the research. A sampling frame was made using the entire population of Bodi district employees in order to apply the simple random sampling without replacement technique. The formula by [29] was used to calculate the sample size. Was used to determine the sample size.

$$\text{Sample size (n)} = N / (1 + N [(a)]^2)$$

Where 0.05 is the margin of error, 1 is a constant in the formula, and n is the actual sample size, with N standing for the target population. Sample size $= \frac{200}{1+200(0.05)^2} = 132$ this is approximated to 132 respondents in order to deal with possible non response. Researchers such as [30] opine that studies should always come out clear on the type of data being considered and why so. They argue that the source of data, whether primary or secondary has a direct influence on the answering of the research questions posed in any study. The primary data was from the health workers found in the various medical facilities in Bodi district.

4. RESULTS AND DISCUSSION

Subsection 1: Introduction

This chapter is dedicated to the analysis and presentation of the data obtained from the respondents. The chapter included the demographic characteristics of respondents, performance appraisal techniques employed in the district, perception on performance appraisal processes in medical facilities in Bodi district, problems militating against effective performance appraisal and the impact of performance appraisal on organizational objectives of medical facilities in Bodi district. Results are also discussed in this chapter and a summary of the chapter provided. This research was a case study designed with a sample size of 132 employees from medical facilities in Bodi district. A total respondent of 132 were selected for the study. The analysis and presentation of the data was done in sub sections based on the objectives of the study. This is to allow for easy understanding.

Subsection 2: Demographic Characteristics of Respondents.

The socio-demographic characteristics of the respondents were asked. This was to help the researcher understand the general socio-demographics of the respondents in medical facilities in Bodi District. The sex of the respondents was asked in order to ascertain the sex balance in the organization. Among the 132 respondents, most (66%) of them were females and the rest (34%) were males. This is presented in Table 1. This clearly shows that female to male ratio of the employees in the medical facilities in the Bodi District is not even. This may be as a result of the nature of the work as medical facilities provide health care to patients. Errors based on age, gender or race can influence the raters' evaluations of the

ratees. Regarding level of education of respondents, 67% (representing 88) of the respondents were Tertiary Certificate Holders while 33% (representing 44) had attained professional certificate. Level of education is likely to influence performance appraisal as the more one is educated, the more understanding that person will be in terms of rating scales used in performance appraisals and also likely to work hard because I gained knowledge from schooling. The years of service of respondents has a lot to do with experience and dexterity on the job. Respondents who had worked with medical facilities in Bodi District for less than three (3) years were 22% (represented by 29 respondents), those who had worked for three (3) years to less than six (6) years were 23% (with 31 respondents), those who had worked for nine (9) years to less than twelve (12) years were 29% (with 38 respondents) and those who had worked for twelve (12) years and above were 26% (with 34 respondents). It was noted that no respondent who had worked for six (6) to less than nine (9) years with medical facilities in Bodi District.

5. CONCLUSION

This study set out to examine the effect of performance appraisal on the organizational objectives of medical facilities in the Bodi District in Ghana. The results of this paper allow developing a more comprehensive insight into the impact of the performance appraisal practices on the operations and performance in the medical facilities. The study found that performance appraisal was found to have overall positive influence on fulfilling organizational goals. It is worth noting that it was noted that the effective practices pertaining to appraisal motivated patients to approach the facilities instead of self-medication in an effort to access professional medical treatment. This implies that effective performance management has an indirect positive impact on the levels of public trust towards healthcare delivery.

In addition, the research concluded that performance appraisal is important in motivating the employees to work consistently and exceed their expectations. The process encourages accountability, professionalism and continuous improvement by assessing the performance of the staff against set standards. Besides being motivated to perform their roles well, employees are also motivated to show initiative and commitment beyond the scope of their work requirements. This shows how the performance appraisal is a strategic instrument that can help build a culture of excellence in the health care institutions. Nevertheless, the research has also found a significant flaw in the appraisal procedure the lack of detailed and positive feedback. Even though the appraisals were done once a year, the absence of actionable feedback hindered the capacity of the employees to know the weak spots in their performance and to be able to improve upon the same. Constructive feedback is a necessity in the personal development, fairness and validity of the appraisal system.

The paper will therefore suggest that medical entities within the Bodi District should revisit and improve on their appraisal mechanisms to make them transparent, fair and objective. These institutions can make the most out of performance appraisal by incorporating feedback systems in real time as well as perfecting the assessment processes. This will eventually not only positively affect the staff motivation and their professional development, but it will also help to optimize the provision of healthcare in the country and strengthen the public health system in the district.

Table 1. Gender of Respondents

Gender	Frequency	Percentage (%)
Male	45	34%
Female	87	66%
Total	132	100%

As shown in **Table 1**, the results indicate that, the sex of the respondents was requested in order to determine the sex balance in the organization. Among the 132 respondents, most (66%) of them were females and the rest (34%) were males.

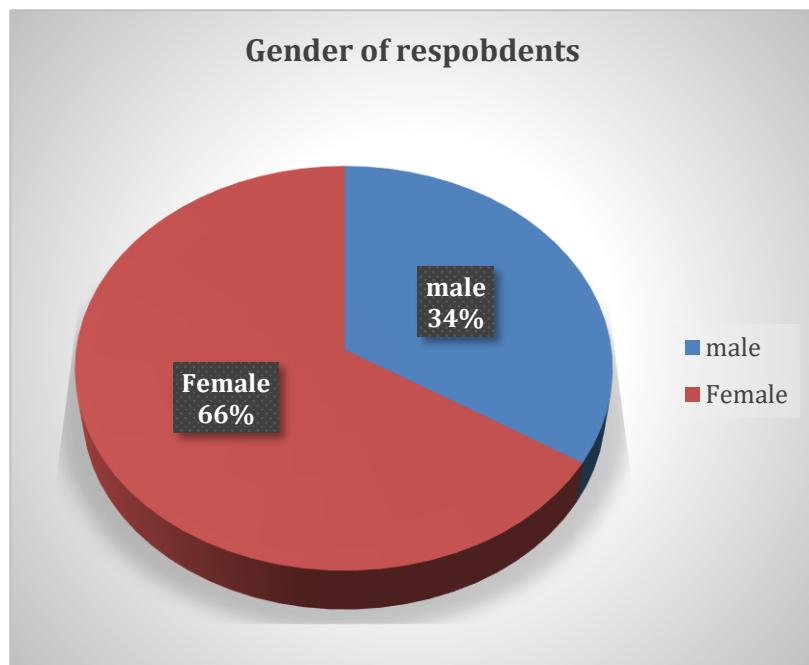


Figure 2. Gender of Respondents

As shown in [Figure 2](#), the results indicate that the sex of the respondents was asked in order to ascertain the sex balance in the organization. Among the 132 respondents, most (66%) of them were females and the rest (34%) were males.

Table 2. Highest Level of Education of Respondents

Highest Level of Education	Frequency	Percentage (%)
Tertiary	88	67%
Professional	44	33%
Total	132	100%

As shown in [Table 2](#), the results indicate that, regarding level of education of respondents, 67% (representing 88) of the respondents were Tertiary Certificate Holders while 33% (representing 44) had attained professional certificate.

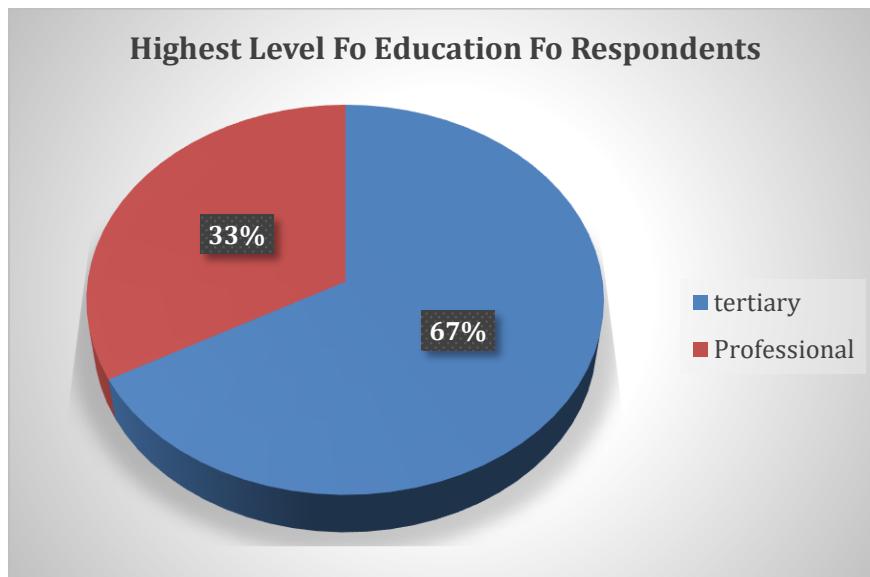


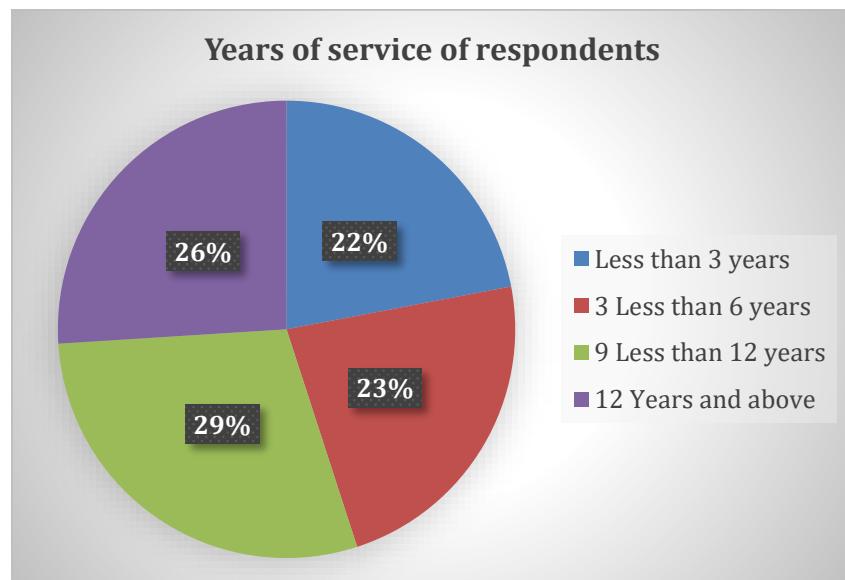
Figure 3. Highest Level of Education of Respondents

As shown in [Figure 3](#), the results indicate that, the level of education of respondents, 67% (representing 88) of the respondents were Tertiary Certificate Holders while 33% (representing 44) had attained professional certificate.

[Table 3](#). Years of Service of Respondents

Year of Service	Frequency	Percent (%)
Less than 3 years	29	22%
3 < less than 6 years	31	23%
9 < less than 12 years	38	29%
12 years and above	34	26%
Total	132	100%

As shown in [Table 3](#), the results indicate that, the years of service of respondents has a lot to do with experience and dexterity on the job. Respondents who had worked with medical facilities in Bodi District for less than three (3) years were 22% (represented by 29 respondents), those who had worked for three (3) years to less than six (6) years were 23% (with 31 respondents), those who had worked for nine (9) years to less than twelve (12) years were 29% (with 38 respondents) and those who had worked for twelve (12) years and above were 26% (with 34 respondents)



[Figure 4](#). Years of Service of Respondents

As shown in [Figure 4](#), the results indicate that the respondents who had worked with medical facilities in Bodi District for less than three (3) years were 22%, those who had worked for three (3) years to less than six (6) years were 23%, those who had worked for nine (9) years to less than twelve (12) years were 29% and those who had worked for twelve (12) years and above were 26%.

[Table 4](#). Impact of Performance Appraisal on Organizational Objectives of Medical Facilities in Bodi District

Descriptive Statistics	N	Min	Max	Mean	Std. Deviation
Due to performance appraisal, I produce the volume of work the position requires	132	1	5	3.55	1.25
Performance appraisal has helped me render services to the number of clients required of me	132	1	5	4.05	1.00
I go beyond the requirements of the job	132	1	5	3.87	0.91

Patients feel comfortable to come to the hospital than to self-medicate	132	1	5	4.22	0.92
Valid N (listwise)	132				

As shown in **Table 4**, the results indicate that, in order to find out the impact that performance appraisal has on the performance of employees and therefore organizational objectives of medical facilities in Bodi District, data was collected using a five-point Likert data based on some provided statements. Generally, employees indicated that patients feel comfortable to come to the hospital than to self-medicate had a Mean of 4.22, with a Standard Deviation (SD) of 0.92 and this can be attributed to performance appraisal. Employees also indicated that performance appraisal has helped them render services to the number of clients required of them had a Mean of 4.05, with a Standard Deviation (SD) of 1.00 and they go beyond the requirements of the job had a Mean of 3.87, with a Standard Deviation (SD) of 0.91. It was also noted that due to performance appraisal, employees produce the volume of work the position requires a Mean of 3.55, with a Standard Deviation (SD) of 1.25.

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Author Contribution Statement

Name of Author	C	M	So	Va	Fo	I	R	D	O	E	Vi	Su	P	Fu
Anita Konadu Boakye-Agyemang	✓	✓	✓	✓	✓	✓		✓	✓	✓				✓
Frank Amoako Atta		✓				✓		✓	✓	✓	✓	✓	✓	
Seth Kofi Owusu	✓		✓			✓		✓		✓				✓
Eugene Akuoko						✓				✓	✓	✓	✓	
Richmond Annie	✓		✓	✓		✓	✓			✓				✓

C : Conceptualization

M : Methodology

So : Software

Va : Validation

Fo : Formal analysis

I : Investigation

R : Resources

D : Data Curation

O : Writing - Original Draft

E : Writing - Review & Editing

Vi : Visualization

Su : Supervision

P: Project administration

Fu: Funding acquisition

Conflict of Interest Statement

According to the author, there are no conflicts of interest with regard to the study "The Effects of Performance Appraisal on Organizational Objectives in Selected Medical Facilities in The Bodi District, Western Region, Ghana." Since this study was conducted independently, no financial, personal, or professional factors have affected the objectivity and integrity of the research findings.

Informed Consent

All participants in the study "The Effects of Performance Appraisal on Organizational Objectives in Selected Medical Facilities in The Bodi District, Western Region, Ghana." provided their informed consent before beginning the study. The participants received a thorough explanation of the study's purpose, procedures, potential risks, and benefits. They were reassured that their participation was completely voluntary and that they could withdraw at any time without suffering any consequences. Confidentiality and anonymity were strictly maintained, and all collected data was used exclusively for research.

Ethical Approval

Ethics in research regards norms of conduct distinguishing between what is accepted and what is not accepted in research. According to, research ethics encompass a multifaceted collection of principles, norms, and institutional frameworks that contribute to the formation and regulation of scientific endeavors. It is merely the codification of scientific ethics. Ethical considerations in academic and research communities have intensified in recent decades. This is a result of both growing public concern over research and discovery limitations as well as changes in the law pertaining to data protection and human rights. To guarantee that ethics are followed in this study, the researcher properly cited the works that were consulted. Prior to distributing the questionnaires, the informed consent of each respondent was obtained. Informed consent, anonymity, and confidentiality were all upheld as ethical principles.

Data Availability

The data supporting the findings of this study, "The Effects of Performance Appraisal on Organizational Objectives: A Case of Selected Medical Facilities in The Bodi District, Western Region, Ghana," may be obtained from the corresponding author upon reasonable request. Due to ethical concerns and confidentiality agreements, some data may be excluded in order to preserve participant privacy.

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