

Effects of Employees' Performance Appraisal on job satisfaction: A case for the North West Department of Health

by

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Abstract

The main objective of this study is to investigate whether employee performance appraisal can be used to increase job satisfaction in the workplace within the Department of Health. The study will cover both the theoretical and practical approach to the topic of performance appraisals can improve job satisfactions and improve job performance. A quantitative research design was used to collect data. The approach was used because of the need to obtain the employees' perception and experiences pertaining to job satisfaction on performance appraisals. The sample for the investigation was drawn from a population of 600 employees from North West Department of Health provincial office. Random sampling was used to select respondents. Questionnaires were distributed to the random sample of 234 respondents. 227 were returned thus registering a response rate of 97%.

The findings of the study indicate that if the Department can improve job satisfaction among its employees, it can also improve job performance. However, Departmental employees indicate that they are not happy with the Departmental performance appraisal system.

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Chapter 1: Orientation and Overview

1 Introduction

Employees play an important role in determining organisational survival. Employees become the most important asset to guarantee that the organisation operates as planned. They are the ones who run day to day activities (Rusli, 2013). Organisations depend on employees' results achieved to meet organisational goals. This helps the organisation to accomplish its objectives, mission, vision and goals. The relationship between the employee performance appraisal and the organisation's strategy is used as a strategic tool to attain the organisation's goals.

Employees' performance appraisal continues to be one of the major important functions of human resource management in the organisation's environment worldwide. This is because the performance of employees is very important for organisations to be successful and competitive (Rusli, 2013; Gerald, 2000) and; Setiono (2011) has defined performance appraisal as a systematic, periodic and impartial rating of an employee's excellence, in matters pertaining to his current job and his potential for a better job. Performance appraisal is a review and discussion of an employee's performance of allocated duties and responsibilities. Most of the organisations pay a lot of attention to their employees to gain the competitive advantage and human resource practices play a significant role in gaining that competitive advantage through employees, by appraising their outstanding performance. The appraisal is based on results obtained by the employee at the workplace (Muhammad; Muhammad; Taskeen; Nazia; Gul; Shagufta; Imran & Kmu, 2010). In other words, performance appraisal is a process of evaluating the behaviour of the employees at the workplace. Furthermore, performance appraisals are reviews of employee performance on his/her duties over certain period of time. Hence, performance appraisals became an organisational way to monitoring and improving organisational performance (Kondrasuk, 2011).

In addition to the foregoing, performance appraisal represents a fundamental function of human resource management and has continued to be an important topic of scrutinizing among organisational researchers (Poon, 2003). Due to the effectiveness of performance appraisal, managerial decision tool depends to a degree whether or not the performance appraisal system is capable, by presenting accurate data on employee performance. By the way rating accuracy is an important portion of the appraisal process. Some managers deliberately misrepresent subordinates' performance ratings for political, rational, personal, and others reasons (Poon, 2003). For instance, a manager may raise ratings to gain employee support or avoid uncomfortable confrontations from subordinate. The organisations must always ensure that the performance appraisal process is fair and it represents the fair results about the performance rating of the employees. Lastly, performance appraisal measures skills and accomplishments with reasonable accuracy. It also measures whether operational standards laid down by the organisation have been accomplished or not by the employees. On the other hand it helps the supervisor to determine whether there is necessity for employee to go for training or qualifies for merit reviews, promotion and salary increases. Furthermore, performance appraisal helps supervisors to recognize potential among promising employees. Hence, performance ratings are often used to make important personnel decisions such as pay raises and promotions.

Most employees in organisations use performance appraisal as tool to get bonuses and promotions. It may be mentioned that it is theoretically possible to have a performance management system that presents both decision-making and development purposes (Elaine, 2004). This can be difficult to achieve in practice. Supervisors must keep a record of incidents that show positive and negative ways the employee has conducted his or herself; this record must be used by a supervisor to assess the employee's performance, not on the employee's personality characteristics. It is very important for supervisors to continuously monitor the subordinates, keep track of records, fill documents, write reports, and these are all time-consuming and costly (Muhammad *et al.*, 2010). In the absence of supervision, employees will create their own impression when coming to allocate scores and this is often not accurate.

Performance appraisal also provides a way to identify areas which need performance enhancement, and it also promotes professional growth.

Performance appraisal furthermore, provides information that is appropriate for many employees' decisions, salary increases, and recommendations for promotion, transfers, training programmes, employee development, and performance feedback (Cleveland; Murphy & Williams, 1989; Elaine, 2004). Also, performance appraisals are important for the effective management and evaluation of employees. Appraisal further, helps developing individuals, improve organisational performance, and organisational planning (Muhammad *et al.*, 2010). While on one hand, good performance appraisals benefit both employees and the organisation Appraisal on the other hand, provides complete idea of the employee's strength and weaknesses (Muhammad *et al.*, 2010).

1.2 General and specific objectives

The following are the general and specific objectives of this research:

1.2.1 General objectives

The aim of the study is to investigate the extent to which employee performance appraisal can be used to increase job satisfaction at the workplace within the North West Department of Health.

1.2.2 Specific objectives

- 1.2.2.1 To investigate the relationship between employees appraisal and job satisfaction;
- 1.2.2.2 To probe whether reward, motivation and recognition enhance job performance;
- 1.2.2.3 To check whether training and development improve employees' performance;

1.2.2.4 To probe whether supervisors provide effective feedback to their sub-ordinates;

1.2.2.5 To discover what more can be done to ensure that employee performance appraisal is constantly functional.

1.2.3 Problem statement

In the Department of Health employees' performance appraisals are frequently influenced by political intentions, personal bias and intention to punish subordinates. Sometimes supervisors may be tempted to manipulate performance appraisals in order to influence the performance of their subordinates or even to affect their own position in the organisation. Because of this, there is reduced job performance and job satisfaction.

1.2.4 Research main question

Can employees' performance appraisals be used to increase job satisfaction in the workplace?

1.2.5 Sub-questions

1.2.5.1 Is there any relationship between employees' appraisal and job satisfaction?

1.2.5.2 Do reward, motivation and recognition enhance job performance?

1.2.5.3 Do training and development improve employee's performance?

1.2.5.4 Do supervisors provide effective feedback to their sub-ordinates?

1.2.5.5 What more can be done to ensure that employee performance appraisal is constantly functional?

1.3 Significance of the study

Even though employees' appraisal has been in existence for more than 100 years, little is known about employees' reactions to these systems that might impact on factors that are significant to the organisation. The performance appraisal systems are said to be

the main source of employee dissatisfaction (Katavich, 2013). Katavich (2013) in this regard, found evidence to the effect that, if employees are satisfied with their appraisal systems then this satisfaction can contribute a positive benefit for both organisations and individuals in terms of affective commitment and intention to leave. This study adds to the body of knowledge why employees' performance appraisals on job satisfaction matter greatly to the organisation.

This research project also seeks to discover some of the underlying factors regarding the employee's performance appraisals on job satisfaction. The researcher plans to probe whether employee performance appraisals increase job satisfaction. Therefore, this study will specifically pay attention to the effect of employee performance appraisals on job satisfaction at the North West Department of Health, New Office Park, in particular.

1.4 Chapter outline

The study consists of five chapters

Chapter 1: An introduction for the whole study. **Chapter 2:** The literature review. **Chapter 3:** The research design and methodology. **Chapter 4:** Research Results. **Chapter 5:** Conclusion and recommendations

1.5 Summary

It is very important for organisations to fairly appraise their employees as they are important assets of the organisation. Organisations depend on them to survive. However, organisations must pay lot of attention to their employees to gain the competitive advantage. If organisational performance appraisals systems are in place it will provide ways to identify areas which need employees' performance enhancement and promote professional growth and this will provide information that is appropriate for employees' decisions, salary increases and recommendations for promotion, training and development. The next chapter will deal with literature review.

Chapter 2: Literature review

2.1 Introduction

The previous chapter dealt with an overview of the issue of employees' appraisals. This chapter concentrates on matters that affect employees' views of performance appraisal in relationship with job satisfaction. The research involves the comparison of the information collected and the reports by other researchers in the world on performance appraisals. This comparison will be based on available facts on the topic and their effect or effects on the performance appraisals and job satisfactions.

To make research more credible the researcher uses recent secondary information from the media, scholarly journals, annual reports and government reports on the issue pertaining to performance appraisals. Besides, the reports from investigations done by independent scholars from previous research work will give readers a sense of the present trends.

Performance appraisal is one of the essential components of the Human Resource (HR) functions. The information obtained throughout performance appraisal is providing foundations for recruiting, selecting, training and development of existing employees, and also provides motivating employees by appropriately rewarding the performance of individual in order to maintain good quality of job done (Xian, 2011). Without a reliable performance appraisal system in the organisation, it will result in high numbers of unsatisfied employees and employee turnover, and the HR system falls apart, resulting in the total waste of the valuable human assets an organisation has.

Human Resource Management (HRM) is considered to be the most important asset in any organisation (Rusli, 2007). It has natural abilities to acquire skills and knowledge characterized by the talents and aptitudes of the engaged personnel who consist of executives, supervisors, and the rank of employees. Human resources (employees) should be utilized to the maximum possible degree, in order to achieve individual and organisational goals (Muhammad, 2013). It is the employee's performance which decides attainment of organisational goals. However, the employee's performance is influenced by motivation and job satisfaction

A performance appraisal system is not only a significant tool of human resource management to develop organisational employees, but is also used by different organisations to motivate, develop, and reward their employees in the form of merit, bonuses, promotions, pay raises, etc. Muhammad (2013) indicates that performance appraisal is necessary in organisations to rate, evaluate, and illustrate employees' job qualities for a particular time period and results are reserved as confidential by the organisation.

Every employee has different needs. It is therefore the responsibility of supervisors to recognize these needs and provide employees with appropriate opportunities and good working environments. In this chapter the researcher intends to elaborate more about performance appraisal and related issues regarding the effect of an employee's appraisal on job satisfaction.

2.2 Performance management

De Waal (2010) defined performance management systems as "the formal, information-based practices and procedures supervisors use to maintain or alter patterns in organisational activities". A Performance Management System is a process which measures the implementation of the organisation's strategy. The Performance Management Process is viewed as a closed loop control system which positions policy and strategy, and attains feedback from different levels in order to manage the

performance of the organisation (Umit *et al.*, 1997). These systems focus on provision of financial and non-financial information's that influence managerial decision-making and managerial action. A growing number of profit and non-profit organisations are executing performance management systems, often in the shape of a Balanced Scorecard, in order to obtain good organisational results (De Waal, 2010).

Kaplan and Norton (1992) also introduced the concept of the corporate-level scorecard; extending the use of the Balanced Scorecard to the corporate level. At the same time, the principles of the Balanced Scorecard have been translated down in the organisation. Functional, and even individual, scorecards are introduced to monitor and control the performance of Departments and individual employees (Kaplan, 1992, as shown in Figure 2.2.1 below). The Balanced Scorecard shows the detailed information on how the performance appraisal ratings have been achieved. By forcing supervisors to consider all the important operations measures together, the balanced scorecard lets the supervisor see whether improvement in one area may have been achieved at the expense of others (Kaplan, 1992). Management styles, individual motives, skills, knowledge, and experiences, are important to the use of management information

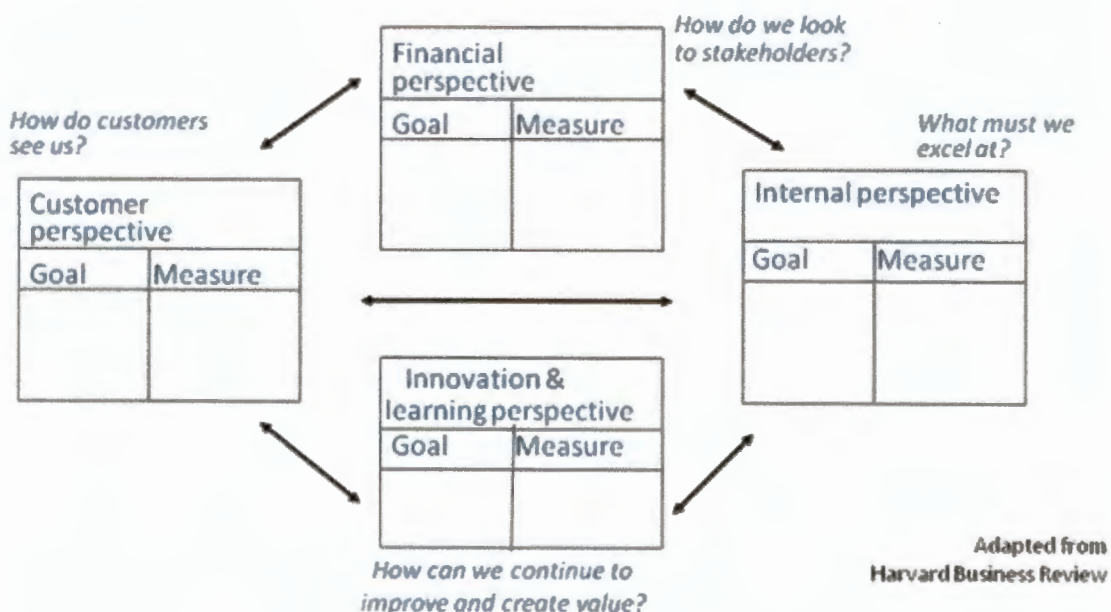


Figure 2.2.1: Balanced scorecard

The problem of performance measurement lays the human element (de Waal, 2010). Thus, a Performance Measurement or Appraisal System is the information system which is at the heart of the Performance Management Process and it is of critical importance to the effective and efficient functioning of the Performance Management System (de Waal, 2010). Hence, the effectiveness of the performance management system is determined by the degree to which organisational employees actually feel responsible for their results and their readiness to utilize the system to acquire performance information which may help to improve the results (Kondrasuk, 2011).

2.3 Importance of performance management

It is most important to note that organisations undertake performance management for a number of benefits. Most of these benefits derive from a good performance management system, and work towards common goals. Most of time employees are trapped in their work routine, and they forget about their functions in an organisation. An individual performance drives organisational performance. Therefore it is very important to ensure that all employees understand the organisation's vision and goals. How do they contribute towards the mission of the organisation, how do their jobs fit into the organisation as a whole and do they have clear understanding of work expectations.

Performance management is the main area of human resource practices and performance appraisal is a critical part of performance management (Muhammad, 2013). Performance management is a holistic process bringing together several numbers of the elements which make up the successful practice of employees management, including training and development. Performance management is a system mostly used by executives, managers and supervisors in order to align employee performance with the organisational goal. Performance management is utilized for different reasons for example; to monitor the employee performance, identify measures of performance, and to provide employees with accuracy feedbacks about their performance (Muhammad, 2013).

Performance Management helps organisations to identify means by which to improve organisational performance and gives the opportunity to discuss an employee's career. It gives the opportunity to plan for the future and set objectives to further develop employee career. Performance Management will help an organisation to gain any additional training or mentoring which can act as a basis for developing future succession plans.

Performance appraisal on the other hand, is utilized to portray the degree to which an employee performs his/her job effectively. According to Xu *et al.* (2014) different terms are being used for performance appraisal as and when necessary; for instance performance review, performance evaluation, employee appraisal, merit rating, personnel rating, and employee evaluation. Performance appraisal is a process of measuring employee performance and how can an employee improve performance to contribute to the overall organisation. Performance appraisal is regarded as significantly important human resource function, the reason being that performance appraisal results are being used for employee development, managerial decision making and for variety of other purposes including personnel research, and administrative decisions (Muhammad, 2013).

When employees and supervisors have a clear understanding of their specific job duties, most of challenges in the workplace are eliminated (Kloot, 2000). Each employee is held accountable for their own duties and responsibilities. Performance appraisal empowers employees to think about and clarify their roles in the organisation

2.4 Distinguishing features of Performance Management as opposed to performance appraisal

Armstrong (1997:260) indicated that there are a number of significant differences *between performance management and the traditional appraisal schemes*. Performance management in its most developed form:

- 2.4.1 Involves all members of the organisation as partners in the process - it is not something handed down by bosses to the subordinates;

- 2.4.2 Is based upon agreements on accountability expectations and development plans. It can be seen as part of the normal interactive processes which exist between managers and teams, a continuous process not relying on a once-a-year formal review;
- 2.4.3 Treats the performance review and appraisal as a joint affair which is primarily concerned with looking constructively towards the future;
- 2.4.4 Focuses on improving performance, developing competencies and releasing potential;
- 2.4.5 Concentrates on 'self-managed learning' giving people the encouragement they need to develop themselves with whatever guidance they need from their managers and the organisation;
- 2.4.6 May not include rating at all if the process is used primarily for development and performance improvement purposes;
- 2.4.7 Recognises the need for thorough training in the required skills in order to agree on objectives, provide feedback, review performance, and coach and counsel employees;
- 2.4.8 Attaches more importance to the 'processes' of forming agreements, managing performance throughout the year and monitoring and reviewing results.

Apart from the usual confusion regarding the interchangeable usage of the concept of *performance appraisal and performance management*, organisations use various terminologies to describe the appraisal process. These terms include: performance review; annual appraisal; performance evaluation; employee evaluation and merit evaluation. (Grobler *et al.*, 2002:260). For purposes of this study, the word 'performance appraisal' will be a preferred term to use in the context of the final performance assessment for the year which determines the appropriate reward or compensation.

It should be pointed out, however, that although the appraisal seems to be associated with an annual event where emphasis is on the completion of a form and with the human resources directorate playing a primary role in administration, management and quality control. With this study, the focus will not be on the dominating role of the human resource function but on line managers and their subordinates driving the process and human resources function playing an advisory role.

Grote (2000:13) suggested the following as the seven critical steps for creating a 'world-class' performance appraisal system:

- Design the form first.
- The appraisal form is important as it attracts everyone's attention.
- Design the form early and get a lot of feedback on it.
- One should not believe anybody who says that the form is not important.
- Build your company's values into the form.
- Performance appraisal is a means, not an end. Values become real only when people are held accountable for living up to them.
- Assure ongoing communication during development.

Circulate drafts and invite users to make recommendations. Keep the development process visible through announcements and house-organ bulletins. Use surveys, float trial balloons and request suggestions. Remember the cardinal principle - 'People support what they help create'.

- Train all appraisers.

Performance appraisal requires a multitude of skills - behavioural observation and discrimination, goal setting, developing people, confronting unacceptable performance, persuading, problem solving, and planning. Unless appraiser training is universal and comprehensive, the programme will not produce good results.

- Orientate all those to be appraised.

The programme's purpose and procedures must be explained in advance – enthusiastically - to all who will be affected by it. Specific training should be provided because the performance management procedure requires self-appraisal, multirater, upward appraisal or individual development planning.

- Use the result

If the results of the performance are not visibly used in making promotions, salary, development, transfer, training and termination decisions, people may decide that it's merely an exercise.

- Monitor and revise the programme.

Audit the quality of appraisals, the extent to which the system is being used and the extent to which the original objectives have been met. Provide feedback to management, appraisers and appraisees. Actively seek and incorporate suggestions for improvement. Train new appraisers as they are appointed to supervisor positions.

In addition to the foregoing, it must be mentioned that performance management entails a performance management cycle which consists of performance planning; managing performance; monitoring and reviewing performance and evaluating or appraising performance (Williams, 2002:16).

Thus, the next section will elaborate on performance planning and evaluation (appraisal).

2.5 Performance planning

Performance planning means setting organisational performance goals and performance expectations for individuals and groups to guide their efforts toward achieving organisational objectives (Pearce, 2012). Having employees involved in the planning process will help employees to understand the goals and objectives of the organisation, what needs to be done, how well it should be done and why it needs to be done (Baraldi, 2014).

The United States Office of Personnel Management (2011), states that the requirements for planning employees' performance include establishing the basics and standards of their performance appraisal plans. Performance basics and standards should be understandable, achievable, verifiable, measurable, and equitable. Employees are held

accountable for work assignments or responsibilities. Employee performance plans should be understandable and flexible so that they can be adjusted for changing program objectives and work requirements. When performance plans are used effectively, it can be beneficial to have working documents that can be discussed often, and not simply paper work that is folded in a drawer and seen only when ratings of record are needed.

The performance planning process should add value to the organisation to identify organisational difficulties, and provide employees with honest dialogue and feedback (Baraldi, 2014). In addition it should provide a truthful, meaningful and well planned process that creates truthful and open dialogue, including constructive feedback about employee performance and conduct, Allow the employee and supervisor to create understandable and brief performance standards and allow the relevant organisational body in developing and implementing a plan that identifies training and other learning opportunities to assist the employee in obtaining his/her work and career goals, as well as expected levels of performance(Baraldi, 2014).

2.6 Employee performance appraisal

Employees' performance appraisal is a matter of great interest in any organisation. In every organisation, employees play a vital role in determining organisation survival (Rusli, 2007). In line with that, an employee is perceived as an important or valuable asset to an organisation and it is the requirement factor to make sure the operation of the organisation or factory runs as planned

There are two types of performance appraisal, which are Evaluative performance appraisal and Developmental performance appraisal. Evaluative performance appraisal uses appraisal information for compensation, promotion, retention, performance evaluation, decisions making, and dismissal purposes. In evaluative performance appraisal the focal point is on evaluation of both past performance and present performance of employees. Evaluation often supports human resource activities such as promotion, termination decisions, salary administration, and identification and

recognition of excellent or poor performance of individual (Boswell, 2002). On the other hand performance appraisals can be or are often used for both evaluation and development within organisations

Developmental performance appraisal focuses on the employee's development needs. Developmental performance appraisal is aimed at paying attention to the employee's work improvement, performance feedback, staff quality identification, deciding on position changes, and training needs identification (Xu at al., 2014). Development is every effort alarmed with experiences, inspiring attitudes, and skills that advance the effectiveness of employees. Developmental performance appraisals include the process of identifying an individual's of training needs, setting goals, and identification strengths and weaknesses (Boswell, 2002). Evaluative and developmental uses of performance appraisals are unable to get along. Human resource practitioners have to promote separating evaluation for example employee development from salary administration. Employees cannot receive accurate feedback about their strengths and developmental needs if these two performance appraisals uses are joined.

A performance appraisal system is not only a significant tool of Human Resource Management to develop employees, but is also utilized by different organisations to reward and recognize their employees in the form of promotions, bonuses, merit, pay raises and others. Various organisations use performance appraisal as a means for making promotion-related decisions and also as means to develop employees (Cleveland *et al.*, 1989). Employees' performance appraisal must be used to evaluate whether employees meet the performance requirements of their positions that they occupy and to improve employee performance (State of Hawaii, 2011). Performance appraisal provides feedback from employees to the supervisor. Therefore, both employee and the supervisor are involved in the performance appraisal process.

When work performance is outstanding, it should be well-acknowledged and recognized by the supervisor. When employees are well acknowledged or recognized they fill part of or belong to the organisation. Due to this they will increase production, therefore the organisation will grow.

2.7 Factors affecting employee appraisal

Poon (2004) found evidence that performance ratings are frequently influenced for political intentions. Personal bias and intention to punish subordinates show reduced job satisfaction. Due to that there might well be greater intentions to quit their jobs. Sometimes supervisors may be tempted to manipulate ratings in order to influence the performance of their subordinates or even to affect their own positions in the organisation (Karppinen, 2010). Accuracy in appraising employee performance is the most important and biggest concern organisations face in their desire to improve organisational performance management systems. The most important characteristics of organisational politics are the readiness of employees to use power in their efforts to influence others and secure their own interests or alternatively stay away from negative outcomes within the organisation. Karppinen (2010) said that "Organisation politics is normally described as a self-serving behaviour which seeks to achieve self-interest, safety, advantages and benefits at the expense of others".

According to Gandz and Murrays (1982), generally politics are considered as bad, unfair, unnecessary and unhealthy to the organisation. It could be argued that the definition of organisational politics lead people to have negative perceptions engaged on the dark side of the human behaviour, like exploitation. On the other hand, organisational politics as a social process can have functional as well as dysfunctional costs, and might impose harm or be useful for employees (Gandz& Murray, 1982). The examples of organisational politics' positive effects are career improvement, improved position and accomplishment.

The supervisor may use appraisals to carry out his vested interests like building groups by rewarding certain favoured groups, and projecting good Departmental performance, by manipulating employees' ratings (deflation or inflation). Some supervisors consider these actions reasonable because it helps them manage effectively. While these manipulations, may fulfil the supervisor's short-term goals and this will result in harming the organisation in the long run by compromising performance culture and demoralizing genuine performers (Amit, 2012). The politics involved in the performance appraisal will

affect management's decisions about punishing or rewarding an employee (Muhammad, 2013).

2.8 Employee job satisfaction

Performance appraisal has a positive relationship with employee job satisfaction (Xu *et al.*, 2014). Job satisfaction is a positive or pleasurable emotional state resulting from the appraisal of job experiences. Employees join organisations with different motives like better prospects in future, security of income, job, and satisfaction of social and psychological needs (Muhammad, 2013). It is the responsibility of supervisor to recognize these motives and provide suitable opportunities and environments to employees at work to satisfy their needs.

Job satisfaction can operate as an indicator presenting organisations with early warnings and as reference source during planning, developing strategies or decision making within organisational management (Chang, 2014), who discovered that job satisfaction consists of internal satisfaction like self-esteem, autonomy, feedback, sense of accomplishment, and control and external satisfaction like good working environments, praise from supervisors, welfare, and high pay, harmonious relationships among co-workers, promotions and affirmation.

Amit (2012) finds that job satisfaction is an individual's feeling concerning his/her job. Job satisfaction is the satisfaction individual feels while doing the job. Job satisfaction is one of the important factors, which affect not only the efficiency of the labourers but also such job behaviour as absenteeism, accidents, etc. Job satisfaction is the result of employee perception of how well the job provides those things that are viewed important.

It can be influenced by a number of factors. Those factors range from recognition, wages, performance reviews, co-worker, and relationships with supervisors, and chances for development. Each factor contributes to an individual's feeling of satisfaction with the job itself (Muhammad, 2013).

Waskiewicz (1999) found that productivity has a positive influence on job satisfaction than job satisfaction has on productivity. However, job satisfaction can affect productivity indirectly through absenteeism, apathy burnout, and turnover, all of which can result to a poor work continuity (Waskiewicz, 1999). High turnover, absenteeism, withdrawal intentions, and withdrawal behaviour are expected to show a positive correlation with job satisfaction (Chang, 2014). Highly satisfied employees are more likely to acknowledge high internal work motivation, to have low absenteeism, to give high quality work performance, and turnover. If organisation can improve job satisfactions and confidence, it can also improve job performance as well.

2.9 Performance reward, recognition and motivation

Organisations have increasingly implemented the idea of meritocracy whereby employees are arranged into positions, levels and they are rewarded on the basis of their individual contributions, and merits rather than equality, superiority, or need of enhancing individual and organisational performance (Joo, 2015). One of the key practices comprising the meritocratic system is individual pay-for-performance. This system will provide financial rewards based on individual job performance.

In today's environment organisations are seeking a ways to determine the reasonable balance between employee's commitment and performance of the organisation (Rizwan, 2010). The reward and recognition programmes serve as the most dependable factor in keeping employee's self-esteem high and passionate about the service they are offering to the organisation. The organisational model recognizes that reward operates in the structure of overall business strategy, organisational culture and human resource strategy (Setiono, 2011).

Frederick *et al.* (2009), define reward as something given in return for work well done, to compensate, give remuneration and compensation for services. Recognition and reward serve as the most contingent factor in keeping employees' self-esteem high and passionate (Rizwan, 2010). Rewards are most effective and they are important to the individual, when effective rewards and recognition are implemented within an

organisation good working environment is produced. This will motivate employees to shine in their performance. The statistical analysis showed that different dimensions of work motivation and satisfaction are significantly correlated and reward and recognition have a great impact on motivation of the employees (Sandy, 2002). Employees see recognition as very important to them, they feel appreciated and valued by the employer, and as a result it boosts the morale of employees and ultimately increases productivity of organisations.

Employees' outstanding efforts/performance should not go unnoticed. Performance management provides a variety of awards that show appreciation for a job well done, such as time off and bonuses (Setiono, 2011). The prospect of a better than fully successful Performance Appraisal gives an employee the motivation to perform well and may open the door to career improvement in the future. Performance management is all about increasing performance. Most organisations have been gradually improving performance management systems for several years, but there is more to be done. Successful users of performance management systems will enable employees to improve their programme delivery, increase employee engagement and productivity, and make better stewards of the taxpayers.

2.10 Performance development and training

Training and development are processes of learning sequences of programmed behaviour. Training involves a mixture of skills development, development, knowledge transfer, support of understanding and continuous attitude change. It provides employees an understanding of the system, policy, regulations, and procedure to guide their job performance on the current job (Jayakumar, 2014). Training and development refer to a systematic approach to learning and development to advance team, individual, and organisational effectiveness (Aguinis, 2009). The effectiveness of the training and development system deals with matters of what is frequently called transfer of knowledge; the extent to which what is learned in training and development activities is transferred from trainer to employee with the objectives to improve job performance. Indicators of effectiveness incorporated formal mechanisms for building, transfer into

the job, such as employee accountability for using gained knowledge and skills on the job and for providing feedback of training's effectiveness.

Training related to changes should result in enhanced job performance and other positive changes that serve as experience of job performance (Aguinis, 2009). Training activities have a positive impact on the performance of teams and individuals. Training activities can also be beneficial regarding both the team and individual level for example individual attitudes, individual empowerment, and individual motivation

Supervisors award bonuses and merit pay and then are surprised when employees remain unhappy, unappreciative and unmotivated. Due to this, workload will remain below par (Frederick *et al.*, 2009). When employee performance is unacceptable, employees and supervisor need to talk, to identify what is not working and what needs to be done to improve. If there is need of training and development the employer must make it available for such employee. Performance appraisal is widely regarded as a platform for identifying training and development needs at the individual level (Wilson, 2005). Trainers, human resource developers, workplace educators, adult teachers, instructors, learning consultants and knowledge managers are the means in which organisation can adopt to develop individual within the organisations. This helps to improve individual performance in the organisation. Individual and team assessments can help a company assess high performing talent, skills gaps and identify needed competencies, allowing the organisation to develop the right talent and the right skills needed to meet business objectives'

Human resource development is about employees' working in productive systems. The purpose of human resource development is to focus on the human resources that bring success in both personal terms and in terms of organisational success (Swanson, 2008). Human resource management needs skills in training and developing employees' motivating and supporting employees' morale, administering personnel policies, supervision, and employees' appraisal (Wilson, 2005).

2.11 Employees' evaluation and rating

The main reason for evaluating is to establish the effectiveness of a training program (Donald *et al.*, 2014). When the evaluation is well done, organisations can hope that the results are constructive, positive and rewarding, for those responsible for the programme and for top managers who will make positive decisions based on employees' evaluation of the programme (e.g. to consider training). More considerations and planning need to be given to the evaluation programme to ensure that it is effective.

One of the more important ways that employees can develop is to receive ratings of their performance from their supervisors (Diane, 2006). This is known as 360 degree performance review. A 360 degree feedback appraisal is a powerful developmental method. 360 degree feedback is the most comprehensive and costly form of appraisal (Rusli, 2013). Positive feedback serves to reinforce desired behaviours and motivate employees. On the other hand negative feedback can contribute to a reduced level of job satisfaction, and decrease one's capability to contribute to an organisation. This behaviour contributes to low production. This can cost the organisation a fortune. With this behaviour organisation will fail to meet its objectives and goals. Rating the employees helps the organisation to motivate its employees, and it increases employees' engagement.

Performance appraisal rating involves two important individuals, namely the supervisor and employee. In order to conduct a performance appraisal rating, both individuals need to refer to the organisation's vision and mission (Rusli, 2013). This helps organisational employees to become more engaged. .

2.12 Providing effective feedback

Giving effective feedback is one of the most important functions that must be performed by supervisor. Negative feedback can be evident in behavioural changes in the employee, such as withdrawal, a display of mistrust and decreased level of commitment, unwillingness to communicate or interact with colleagues and general defensiveness (Diane, 2006). These reactions should be of great concern to

organisations. Because negative feedback behavioural reactions can add to the cost for an organisation while productivity can be negatively impacted as employees travel through the stages of receiving feedback which normally include; sadness, anger, rejection and finally acceptance.

Regular feedback facilitates good communication in the workplace. Performance Management helps individuals to identify their strengths and weaknesses. It also gives opportunities to exchange views and opinions away from the common work pressures. Most importantly, it gives an individual a better understanding of how organisational employee's performance are being assessed and monitored. This makes for employee confidence and adds to organisational contributions in the workplace. Performance management can be a motivational tool, development employee to not only feel more satisfied, but to go beyond the expected performance. If supervisors and employees are not talking throughout the year, the system will not work, so it is important to ensure that performance feedback process facilitates a communication between supervisors, managers, and employees throughout the year. Boswell and Boudreau (2002) proposed that when designing a performance appraisal, organisations need to be concerned with the type of feedback, for example: performance quality, individual comparisons to other employees, areas to improve performance, and who provides feedback on performance evaluations.

Managers are unwilling to provide honest feedback and have truthful discussions with employees for fear of damaging relationships with employees. They are more concerned about work done than rating their employees. Employees feel that their supervisors are unskilled at discussing their performance and ineffective at coaching them on how to develop their skills (Elaine, 2004).

2.13 Lessons learned

In any organisation performance appraisals should not be influenced for political intentions, personal bias and intention to punish subordinates. Supervisors should not be tempted to manipulate performance appraisals in order to influence the performance

of their subordinates or even to affect their own position in the organisation. Supervisors' personal interest and politics will result in reduced job performance and job satisfaction

Karppinen (2010) said that "Organisation politics is described as a self-serving behaviour which seeks to achieve self-interest, safety, advantages and benefits at the expense of others". Politics is considered as bad, unfair, unnecessary and unhealthy to the organisation. The definition of organisational politics is about having negative perceptions engaged on the dark side of the human behaviour, like exploitation. On the other hand, organisational politics as a social process can have functional as well as dysfunctional cost, and might impose harm or be useful for employees

Job satisfaction is the satisfaction an individual feels while doing the job. Job satisfaction is one of the important factors affecting not only the efficiency of the labourers but also such job behaviour as absenteeism, accidents, etc. Job satisfaction is the result of employee perception of how well the job provides those things that are viewed as important. It can be influenced by a number of factors. Those factors range from recognition, wages, performance reviews, co-worker, and relationships with supervisors, and chance for development. Each factor contributes to an individual's feeling of satisfaction with the job itself (Muhammad, 2013). Performance appraisal has a positive relationship with employee job satisfaction. If the organisation can improve job satisfaction; it can improve job performance as well.

2.14 Summary

Performance appraisals are a key component of employee development. Performance appraisals are intended to be fair and balanced assessments of employees' performance. Performance appraisals indicate that the main objective of the performance appraisals is to provide all regular organisational employees and their supervisors with an opportunity to:

- 1) Discuss job performance

2) Discuss expectations and accomplishments

3) Set goals for development

4) Establish objectives for contributing to the organisation's mission

This following chapter will deal with the research design, the research method, the population, the sampling procedure, ethical conduct and the method that will be used to collect data.

Chapter 3: Research design and methodology

3.1 Introduction

In the preceding chapter, the research problems that were mentioned with regards to outlined questions have not been fully addressed by the literature that has been reviewed. This chapter then defines the research design and methodology used for this study to provide answers to the questions raised. It further documents the types of data gathered, the different types of data-collection tools, ethical issues that the researcher should be aware of and the flaw placed on the research (Murray, 2003).

Research methodology is an approach that is used by the researchers as a tool in conducting the research (Leedy & Ormrod, 2010). It refers to steps or guidelines taken to integrate the research questions and the objectives to data collection, analysis, and interpretation in a logical way. This study seeks to investigate the extent to which



employee performance appraisal can be used to increase job satisfaction at workplace within the North West Department of Health.

The followings are the research questions of that this study intends to answer:

- Is there any relationship between employee's appraisal and job satisfaction?
- Do reward, motivation and recognition enhance job performance?
- Do training and development improve an employee's performance?
- Do supervisors provide effective feedback to their sub-ordinates?
- What more can be done to ensure that employee performance appraisal is constantly functional?

This chapter outlines the research design, the research method, the population, the sampling procedure, and the method used to collect data. The reliability and validity of the research instrument are addressed. Ethical considerations pertaining to the research are discussed.

3.2 Research design

In the context of this study, research design is the blueprint for conducting the study that maximizes control over factors that could affect the validity and reliability of the findings (Delpont, 2013). Designing a study assists the researcher in implement and planning the study in a way that will assist the researcher to obtain intended results (Tinofirei, 2011). This will increase the chances for researcher to get information that might be associated with the real situation.

The main objective of the research design adopted is to plan and structure the research in the way that the ultimate validity of the research findings is maximized (Molefe, 2004). It is also a requirement to provide clear indication about the direction the study intended to take, how the sample is designed and how data will be analysed with a view to addressing the issues that affect employees appraisals and job satisfaction

3.3 Research methodology

Research methodology is the philosophy or the general principle which will guide the researcher on research project (Dawson, 2009). Research methodology is considered as a tool that the researcher can use to collect samples, data and find a solution to a problem (Mbokane, 2006). A quantitative research study is conducted to investigate the extent to which employee performance appraisal can be used to increase job satisfaction at workplace within the North West Department of Health. The researcher chose quantitative methods by administering a survey questionnaire. The most significant aspect with any academic work is that the work should always be scientifically valid and potentially useful. The empirical researcher should, therefore, attempt to describe exactly the relations between his instrument and the entity being observed in order to attain an empirical knowledge regarding the problem (Molefe, 2004). Therefore knowledge gained by the researcher by going out into the field with appropriate tools to collect data will be used to test the theories.

The researcher used a quantitative survey method to test the current state of formal employee performance appraisal in North West Department of Health. Hence, a partial goal of the research is to test dependencies between selected quantitative characteristics relating to employee performance appraisal. Quantitative data is defined as "any data collection technique (such as a questionnaire) or data analysis procedure (such as graphs or statistics) that generates or uses numerical data" (Tinofirei, 2011).

The researcher chose to use both primary and secondary methods of collecting data in order to increase its reliability as well as quality. In the primary methods of collecting data, the researcher used the information collected from the mass media, previous research activity, governmental reports and scholarly reports.

Primary data was obtained by questionnaires, as an anonymous means of data collection, can decrease pressure on respondents and allow researchers to gather more accurate data. In this study, some of the questionnaire data was collected during working hours. The researcher went around interviewing North West Departmental

Health staff as part of the research process. Most of these questionnaires were related to employee appraisal (Xu, 2014).

3.3.1 Possible methods available

3.3.1.1 The quantitative approach

The quantitative approach involves organized estimation of unusual actions as a basis for choice between them (Marshall & Rossman, 2011). Quantitative research generates statistics through the use of bigger-scale survey research (Dawson, 2009). The quantitative method involves setting up models of the problems to be analysed, choosing inputs to the models which quantify the conclusions of those accountable for organisational decision and develop the model's outputs from inputs (Marshall & Rossman, 2011). Quantitative research is utilized to answer questions concerning relationships among measured variables with the purpose of predicting, clarifying and monitoring phenomena (Stroebe, 2006).

Some researchers avoid quantitative methods because of lacking the ability to understand, interpret statistical, computational data and models (Marshall & Rossman, 2011). The quantitative method also assists the researcher when making challenging decisions in different environments.

3.3.1.2 Qualitative approach

The qualitative approach uses methods such as interviews or focus groups to focus on behaviour, attitudes and experiences (Dawson, 2009). Its principle is to obtain opinions of individuals that participate in the research. There are normally fewer people who participate in this research. The qualitative approach is dependent on the information that is collected from the interviewees after which the researcher interprets the information. This information is collected in the form of text which may be used to understand the different aspects of a research project (Hox & Boeije, 2005).

Murray (2009) believed that the easiest way to distinguish between the qualitative and quantitative approach will be that the qualitative approach consists of describing

research characteristics, types of people and events without evaluates the amount or measurements. Although on the other hand the quantitative approach provides attention to the number of characteristics which were claimed by the people, measurements and events (Murray (2003). Qualitative and quantitative research methods are empirical and both can be equally near to or far from theory (Murtonen, 2005).

3.3.1.3 Mixed-methods research

The integration of results produced by research projects by means of mixed-methods research remains a major challenge (Schieber, Irving, Ge'nolini, Membrado, Tanguy, Fabre, Marchand, & Lang., 2015). The use of this kind of research goes beyond the collection of both qualitative and quantitative data, simple, aiming to actually integrate, and relate the data at various stages of a project (Schieber *et al.*, 2015). To a large extent interdisciplinary work, despite collaborating over a single body of data, often results in separate analyses

To some extent different formulations used by several scholars have called for integration of methodological approaches or the mixing of methods (Lieberman, 2005). Regardless of the initially attractive nature of such a resolution, scholars have received modest guidance about how to bring together these modes of analysis. Bennett, Peterson and Gordon (2009) point out that formal and statistical method have been combined in political science, and fur found that there is a need to focus on these ways in which such combinations could be increased and improved.

The integration of methods in general takes place at the analysis stage of the qualitative phase, when researcher uses the data to create a data collection tools or in the final phase when the results are discussed and brought together in a corresponding manner (Schieber *et al.*, 2015) Therefore, the design in itself could represent a strategy for the integration of analyses.

3.4 Description and justification of the method chosen

Suphat (2012) has defined quantitative research as “numerical representation and manipulation of observations for the purpose of describing and explaining the phenomena that those observations reflect”. It is used in a wide diversity of social sciences and natural sciences, including psychology, physics, biology, geology and sociology (Suphat, 2012). The quantitative approach has been adopted on this research project based on fact that the quantitative method has been used by many academic researchers particularly in social science studies (Dawson, 2009). The researcher attempts to show that the chosen method will succeed in measuring what the study intends to measure.

3.5 Population and sampling

A population is the total group of subjects the researcher wants to study (Devers, 2009). In order for the researcher to determine the sample size, the researcher needs to know the population of the study areas. In our case The North West Department of Health provincial office consists of 600 staff members. Sampling on the other hand, is a process of scientifically selecting cases for inclusion in a research project (Neuman, 2006). The researcher gets a set of cases or a sample from a sample that is more manageable and cost-effective to work with rather than from a pool of all the cases.

The sampling methods available are within two categories probabilistic sampling and non-probabilistic sampling. Probabilistic sampling consists of simple random sampling, stratified random sampling and, if selection is at least in part random, cluster sampling. The most commonly used method of non-probabilistic sampling is quota sampling.

The researcher intended to use probability sampling in this study, the reason being that, probability samples have considerable advantages over other forms of sampling (Saifuddin, 2009). The fundamental method of probability sampling is simple random sampling. Random sampling means that every element in the population of interest has

an equal and independent chance of being chosen (Neuman, 2006). One problem with simple random sampling is that sample size may need to be unreasonably large to ensure that all strata (sub-groups) in the population are adequately represented (Saifuddin, 2009). A simple random sample would need to be large enough to remove the risk of inadequate representation of the ages of leaving with least frequency in the population. This could be avoided by dividing the population into age strata, and randomly sampling from each of these. The objective would be adequate representation at reduced cost.

Saifuddin (2009) has defined stratified random sample as a "sampling plan in which a population is divided into mutually exclusive and exhaustive strata, and a simple random sample of elements is taken within each stratum". The sampling is performed separately within each stratum. Stratified random sample is made up of separate random samples, drawn from sets which together make up the entire population (Neuman, 2006). To draw a stratified random sample, the elements of a population are divided into non-overlapping groups (strata). Simple random samples are drawn from each of these, and together they form the total sample. If the proportion of the sample taken from each stratum is the same as in the population, then the procedure is called proportionate stratified random sampling, and the total sample will match the population.

In some cases, however, this may result in small strata of elements not being well represented in the final sample. This can be eliminated by increasing the sample size of strata, but not for other strata, and still use random selection. The result would be disproportionate stratified random sampling. Here the sample will be no match on the population, but it will be different from it in known ways which can be corrected arithmetically.

The sample in this study will therefore be stratified random sampling selected in order to realize the objective of this study. This method will afford the researcher the opportunity to study the stratum variations, the researcher will be able to make estimation for each stratum. The stratified random sampling subjects will demonstrate all characteristics of

each stratum, which the researcher is interested in by doing so the study will not lose sight of why a sample is selected over and above the other.

3.5.1 Total population

The total population refers to the totality of all the subjects, objects, or members that conform to a set of specifications (Mbokane 2006). In this study the researcher's population will be the entire employee corps of the North West Department of Health Provincial Office as total population size of this study and the sample will be selected, using a simple random sampling technique.

3.5.2 Sampling and data-collection strategy

According to Devers (2009) sampling is the "process of selecting a small number of subjects from a larger defined target group of subjects". There are different types of sampling methods namely non-probability and probability sampling. Traditionally, quantitative researchers use probability sampling which allows the results to be conditional to the entire population (Dawson, 2009).

Probability sampling is a status term in the middle of serious survey study (Berzofsky & Williams, 2009). Probability sampling is used in real life to illustrate a procedure where an original sample(s) is selected, resulting in a final sample(s) where the disturbances, such as under coverage and non-response, are considered not too big (Wretman, 2011). A simple random sample is a sample selected in such a manner that every potential sample of the same size is equally likely to be chosen (Devers, 2009). Random sampling is the most recognized probability sampling procedure (Berzofsky & Williams, 2009). The random sampling is attained by separating the population into mutually exclusive strata, and then drawing simple random samples from each stratum (Devers, 2009).

The researcher intends to use the primary methods of collecting data in order to increase its reliability as well as quality. The researcher will use both open-ended questions and closed-ended questions as result the researcher will be able to validate the objective of the study.

3.5.3 Size of sample

In order to determine the sample size, the researcher needs to know the population of the study areas. Smaller sample sizes have better chances of error associated with them. Therefore, selecting a suitable sample size is a strategy for increasing statistical power (Molefe, 2004). For purposes of this study a sample of 234 out of the population of 600 will be selected based on the Sakaran (2003) table (shown in Annexure B).

3.6 Questionnaire as a research instrument

The research instrument is the generic term that researchers use for a measurement device such as survey, test, questionnaire, etc. (Burns & Grove, 2011).

In this research project the researcher will use questionnaires as data-collection instruments. This data-collection instrument is commonly used in normative surveys; it is systematically prepared document with the set of questions intentionally design to illicit respondents for the purpose of collection data. The questioners are well organized to elicit the information which will provide insight into the nature of the problem under this study (Burns & Grove, 2011).

The structure of the questionnaire for this study will be as shown in 3.1 below:

Table 3.1: Structure of questionnaire

Questionnaire		
Section	1:	This section deals with General and personal particulars of the respondents
Demographics		

Section 2: Performance appraisal process	This section deals with the specific survey questions on the performance appraisal process: Questions 4.1 to 4.7
Section 3: Job satisfaction	This section deals with specific survey questions: Questions 5.1 to 5.8

3.7 Data-analysis technique to be used

The questions asked will be mainly factual and they will be based on employees' appraisals and job satisfaction, so the responses will be mostly categorized. The researcher will use the (SPSS) statistical tools to analyse data. The researcher intends to conduct a hierarchical regression analysis and test the effect of the control variables on the outcome variable, the effect of the independent variable on the outcome variable, and the attributes that affected the employees' performance appraisal. To test for the mediating effect, it is necessary first to check the direct effect of the independent variable and the outcome variable. This tool is able to give the results in the different chart forms. This will enable the researcher to draw the conclusion based on the results from the SPSS.

3.8 Measures to ensure validity and reliability of data collected

Researchers will attempt to generate reliable and valid tests and questionnaires in order to enhance the accuracy of their assessment and evaluations (Mohsen & Reg, 2011). Validity and reliability are two important elements in the evaluation of a measurement instrument. Instruments can be conventional skills, attitudes, knowledge tests, or survey questionnaires (Mohsen & Reg, 2011). Instruments can measure concepts like affective values. Validity is disturbed with the extent to which an instrument measures what it is intended to measure (Marcone & Vuibert, 2010). Reliability is concerned more about the ability of an instrument to measure consistently. Remember the reliability of an instrument is relatively associated with its validity. Any instrument cannot be valid except it is reliable. On the other hand, the reliability of an instrument does not depend on its validity (Mohsen & Reg, 2011). It is possible to independently measure the reliability of

an instrument. The next paragraph of the study will explain the meaning of Cronbach's alpha; the most used objective measure of reliability.

Coefficient alpha is other name for the Cronbach's alpha reliability estimate. Cronbach alpha is one of the most commonly reported reliability estimates in the language-testing literature and used as a measure of reliability (Brown, 2007). It was originally derived by Kuder and Richardson (1937) for dichotomously scored data (0 or 1) and later generalized by Cronbach (1951) to account for any scoring method.

Reliability and validity are ways of demonstrating and communicating the rigour of research processes and the trustworthiness of research findings (Brown, 2007). Reliability comes to the head when variables developed from summated scales are used as analyst components in objective models (Santos, 2006). While summated scales are an assembly of interrelated items designed to measure underlying constructs, it is extremely important to know whether the same set of items would bring out the same responses, if the same questions are re-administered and recast to the same respondents. Variables derived from test instruments are declared to be reliable only when they provide stable and reliable responses over a repeated administration of the test (Kirk, 2009).

The researcher chose to use sixteen questions with Likert-type scales (1 = strongly agree; 5 = strongly disagree) from North West Department of Health employees, to investigate the extent to which employee performance appraisal can be used to increase job satisfaction at the workplace within the North West Department of Health. In order to understand whether the questions in this questionnaire all reliably measure the same latent variable (feeling of safety) (so a Likert scale could be constructed), a Cronbach's alpha was run on a sample size of 234 employees.

The number of test items interrelatedness and dimensionality affects the value of alpha. There are many reports about the acceptable values of alpha ranging from 0.70 to 0.95. A low value of alpha could be cause by low number of questions, poor interrelatedness between items or heterogeneous constructs. A low alpha is caused by poor correlation

between items. If that is the case some should be revised or discarded (Mohsen & Reg, 2011). A high alpha is good (Kirk, 2009). A high alpha is caused by high variance which means you have a wide spread of scores.

Alpha coefficients range in value from (0 to 1) and it can be used to describe the reliability of factors extracted from dichotomous, for example questions with two possible answers (Yes/No) or scales or multi-point formatted questionnaires, for example rating scale: 1 = strongly disagree, 5 = strongly disagree (Kirk, 2009). The higher the score, the more reliable the generated scale is. Santos (2006) has indicated 0.7 to be an acceptable reliability coefficient but lower thresholds are sometimes used in the literature.

The Cronbach's Alpha coefficient for reliability test will be used for each scale in this study. Cronbach's alpha reliability coefficient normally ranges between 0 and 1. The researcher adopted George and Mallery (2003) rules of thumb as the cut-off point of cronbach's alpha index; the rule of thumb is as follows: $\alpha \geq 0.9$ Excellent, $0.7 \leq \alpha < 0.9$ Good, $0.6 \leq \alpha < 0.7$ Acceptable, $0.5 \leq \alpha < 0.6$ Poor, $\alpha < 0.5$ Unacceptable. However, there is actually no lower limit to the coefficient. The closer Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale (Brown, 2007).

Furthermore the researcher pre-tested and piloted the questioners. It is important for the researcher to run the pre-testing or piloting is paramount. The purpose of the pre-test or pilot is to ensure that the design of the questionnaire works in practice, and to identify and amend problematic questions and refine the questionnaire. Any problems relating to the wording, instructions, content, length, layout, or the coding can be uncovered in the pilot study and should be amended accordingly. Lastly, a pilot study may uncover issues relating to the sample size (variability), non-response rate and more practical issues, such as cost of administering.

3.9 Ethical considerations

According to Leedy and Ormrod (2005) researchers should be responsive to fundamental ethical questions in research. Ethics are a set of moral principles and a

code of behaviour that governs an individual's actions with other individuals and within the society (Neuman, 2006). It is important to reflect about morality. Therefore ethical principles will be adhered to. It is the duty of every researcher to ensure that their research aims and objectives, methods and outcomes are structured in accordance with research ethics.

In order for a study to be deemed ethical, the following requirements have to be considered: Social and scientific value of the research study, scientific validity, fair subject selection, favourable risk benefit ratio, independent review, informed consent and respect for subjects (potential and enrolled) (Leedy & Ormrod, 2005).

All participants were given a fair opportunity to choose to participate in this study. The participants were assured of their rights. The researcher informed the participants about the proposed study, enabling the participants to choose whether they wanted to participate to the study or not. The necessary approval was obtained by means of the letter that explained the goals of the study to the participants (Burns & Grove, 2009). The participants were ensured of their rights to privacy. Their personal information would not form part of the study. This would reassure participants that there would be no information that could be traced back to them after they participated or after the study had been conducted. In other words the researcher guaranteed participants that the information that they gave would be confidential.

Prior approval of the study was requested from the ethics committee of the North West University and the Department of Health. The researcher intended to observe and protect the rights of participants and act systematically to ensure that participants were able to exercise their rights. To honour the activity, some of the data may only be collected after obtaining official permission from the appropriate authority. The researcher will request these from the administration of the graduate school on the Mafikeng Campus.

3.10 Summary

This chapter defined the research design and methodology used in this study. It further examined the instruments, research types, population, sampling method from theoretical perspectives. The potential outcome of the study will help to outline the effects of employees' appraisal on job satisfaction within the Department of Health and other Departments.

This study was intended to provide management with a range of information pertaining to performance appraisal, job satisfaction, employee, environment and other related matters, which facilitated it in decision making and correcting the path of organisational policies and behaviour.

The following chapter presents the data analysis and discussions obtained from participants (employees' members) of Department of Health Provincial Office, through questionnaire and interpretation of the results through which the findings and recommendations were concluded from. Data analysis and discussions obtained were about job satisfaction and employees' performance appraisals.

Chapter 4: Research results

4.1 Introduction

This chapter reflects the research findings and provides an analysis and interpretation of the data collected during the course of this study. The questionnaires distributed were intended to assess the perception on performance appraisal and to find correlation on employee's performance. The purpose of the Pearson correlation method is to evaluate whether listed variables correlate, using two at time and indicating the statistical significance of the relationship. The P-value provides information beyond whether the difference variables lies in or out of an acceptance region by assigning a specific probability to the extent to which the difference is away from the nominal value of zero (Spall, 2005).

4.2 Responses per questionnaire items

The data was collected by means of questionnaires administered in the Department of Health Provincial Office. The data drawn from the questionnaire is presented in charts representing the frequency, relative frequency of occurrence of the responses and tables.

A structured questionnaire with closed-ended questions was used to interview Departmental employees. The questionnaire is classified into three categories of questions (See Appendix A in this regard). Categories are as follows:

- Personal information
- Assessment employee perception on performance Appraisal process

- Job satisfaction level regarding performance appraisals

Respondents were asked different questions including their gender, age; working experience and educational level (See Appendix A)

4.3 Responses and response rate

The total number of questionnaires distributed was 234. The total number of questionnaires completed and returned was 227, three questionnaires were spoiled and four questionnaires were never returned. The total number of the questionnaires received back and analysed were 227 and represented a response rate of 97%

4.4 Demographics of the respondents

Out of the total respondents of 227 respondents 89 (39.2%) were male, 138 (68.8%) were female (see Figure 4.1 in this regard).

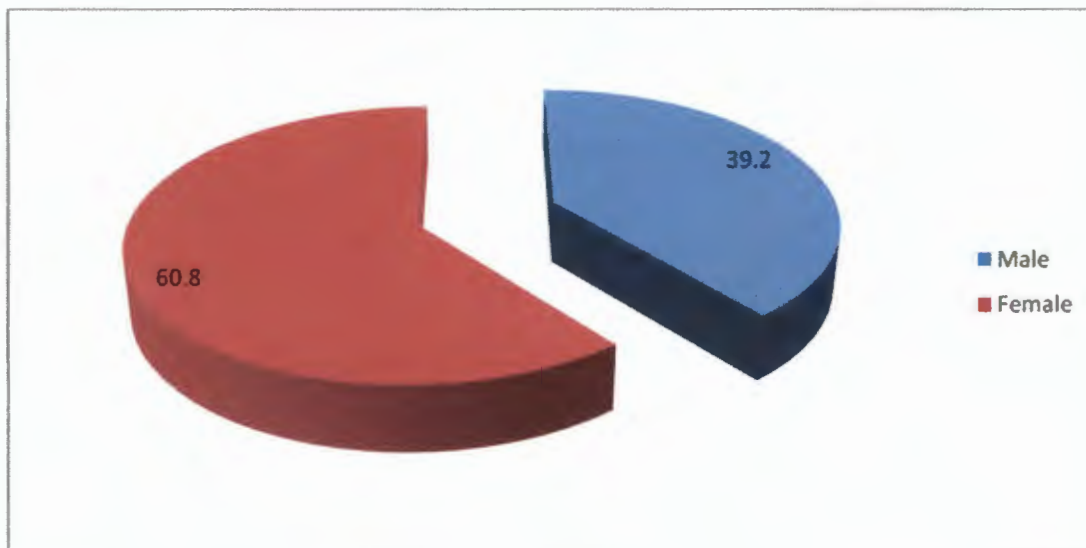


Figure 4.1 Gender

From the total of 227 respondents 89 (39.2%) were male, 138 (68.8%) were female. The majority of Departmental workers in terms of the Departmental structure are female.

4.5 Age group of the respondents

The respondents as per age group are shown in figure 4.2

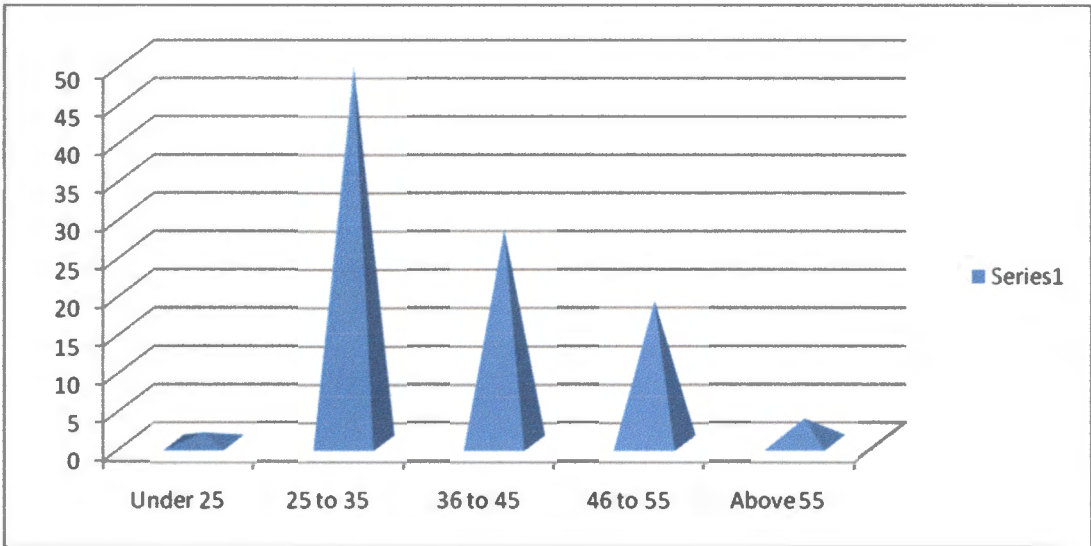


Figure 4.2 Age group

From the 227 respondents, three (1.3%) were aged under 25 and 112 (49.3%) were aged between 25 – 35, and 63 (27.8%) were aged between 36 to 45, and 42 (18.5%) were aged between 46 to 55, and seven (3.1%) were aged above 55. The majority of respondents' were aged between 25 – 35 years, which means they have the knowledge and skills to improve Departmental performance though training and other related skills transformation. Those who are categorized above 55 of age are highly experienced and stable. Normally employees above 55 of age are no longer applying for higher positions within the Department for incentives or rewards they are looking forward to their retirement.

4.6 Working experience of the respondents

The experience level of the respondents are shown in Figure 4.3

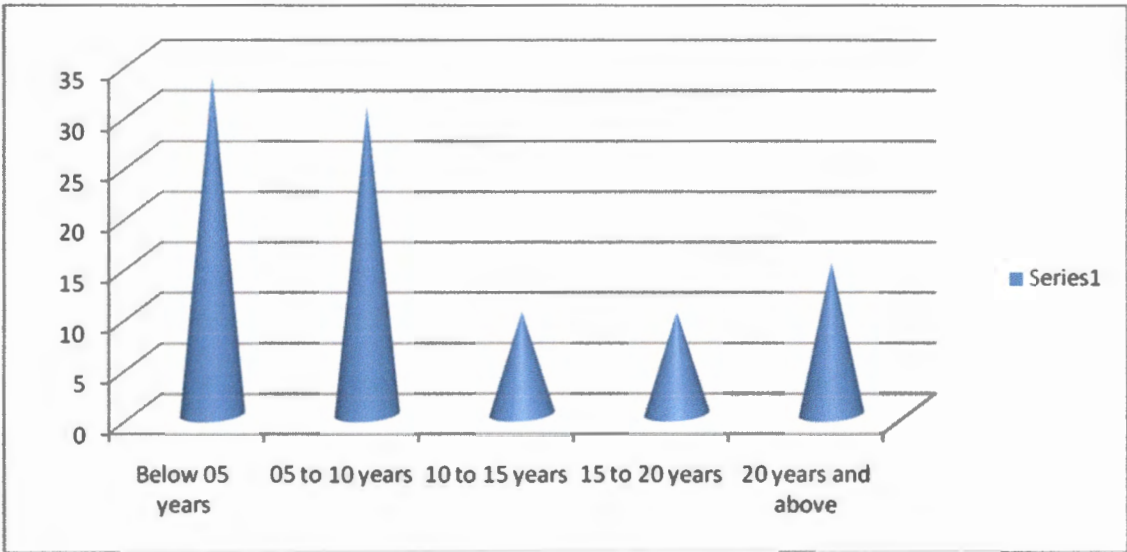


Figure 4.3 Experience

From the 227 respondents, 76 (33.5%) have less than five years of experience, 69 (30.4%) have between five and fifteen years of experience, 23 (10.1%) have between fifteen and 20 years of experience, and 34 (15.0%) have between 20 and above years of experience. This indicates that majority of respondents have fewer than five years of experience. The Department can use such employees to train and develop in order to enhance their performance.

4.7 Educational qualifications of the employees

The academic levels of the respondents is shown in Figure 4.4

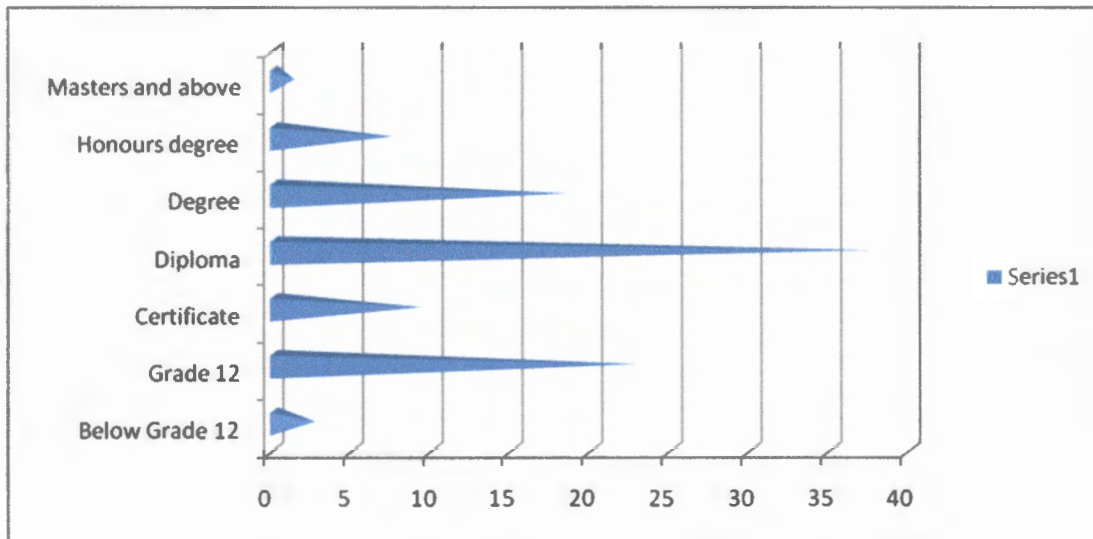


Figure 4.4 Qualifications

From the 227 respondents, three (1.3%) have master's degrees, seventeen(7.5%) have honours degrees, 42 (18.5%) degrees, 85 (37.4%) have diplomas, 21 (9.3%) have certificates, 52 (22.9%) have Grade 12 and six(2.6%) are below Grade 12 and one(0.4%) did not indicate his or her qualification level. This indicates that the majority of employees have diplomas and the minority have master's degrees. Among them are supervisors who conduct performance appraisals and they are not that highly trained employees. 22.9% and 2.6% have Grade 12 and below Grade 12 such employees they need more training to enhance their performance.

4.8 Performance appraisal in the Department acts as a good motivating platform for employees by appropriately rewarding the performance of individual in order to maintain good quality of job done

4.8.1 Motivation platform of the employees

The level of motivation as perceived by the respondents is shown in Figure 4.5.

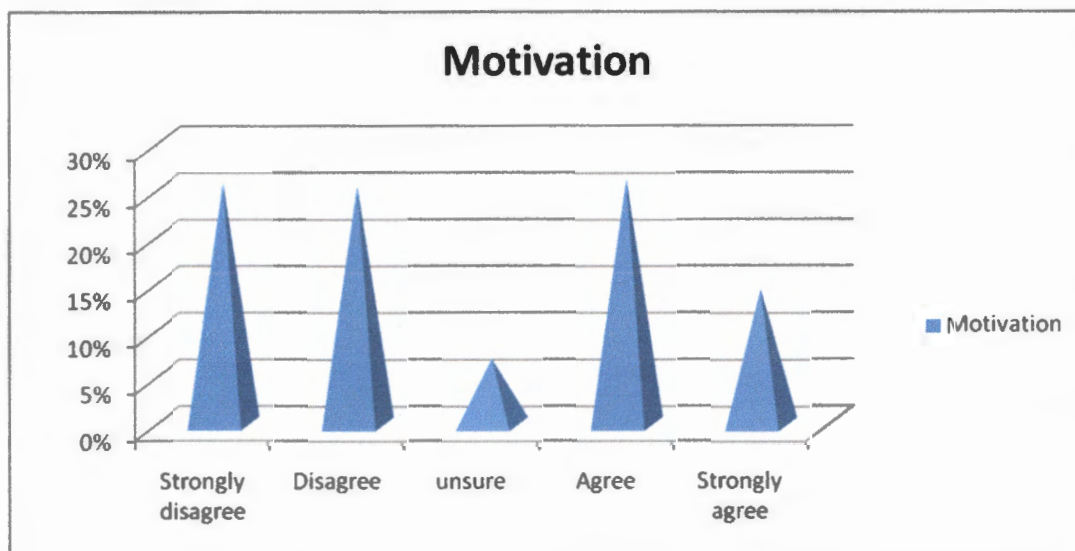


Figure 4.5: Motivation

From the 227 respondents, 59 (25.0%) strongly disagree and 58 (25.6%) disagree that Department of Health performance appraisal acts as a good motivating platform for employees, sixteen (7%) are not sure whether the Department of Health performance appraisal acts as a good motivating platform for employees or not, 60 (26.4%) are agree, and 33 (14.5%) strongly agree that the Department of Health performance appraisal acts as a good motivating platform for employees.

The high percentage of respondents (50.6%) who disagree that Department of Health performance appraisal act as a good motivating platform for employees; by appropriately rewarding the performance of individual in order to maintain good quality of job done, on

the other hand the minority of respondents (40.9%) who agree that the Department of Health performance appraisal acts as a good motivating platform for employees by appropriately rewarding the performance of individual in order to maintain good quality of a job well done.

This shows that Department of Health performance appraisals systems have loopholes where the other section is well presented as to what is intended for and on the other section is not.

4.9 Appraisal is done consistently in the Department to assess the performance and standard of the job accomplished

4.9.1 Consistency of performance appraisals

The extent to which the appraisal process is perceived by respondents as being applied consistently in the Department is shown in Figure 4.6

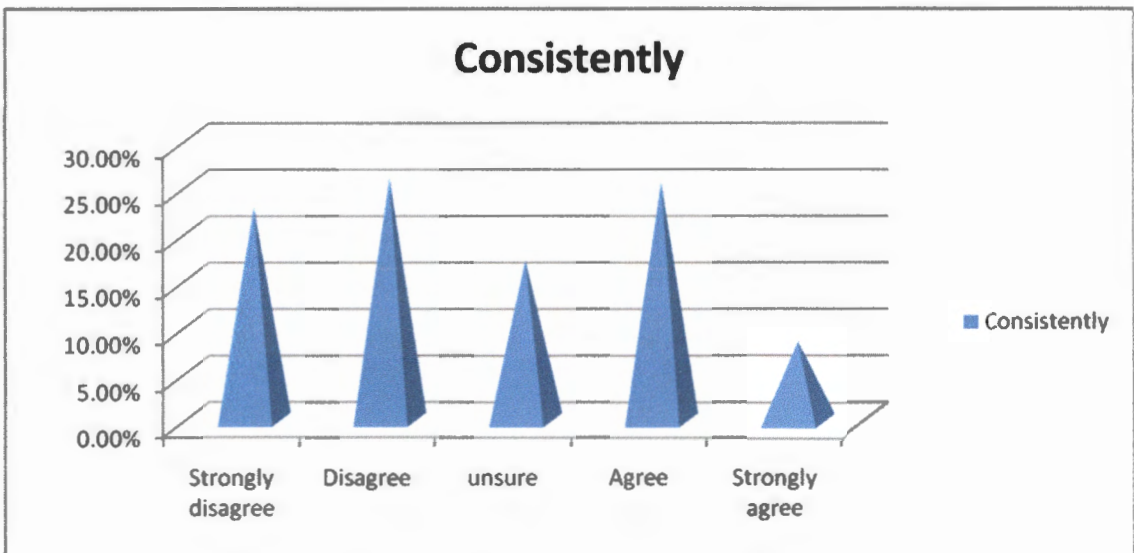


Figure 4.6: Consistency

From the 227 respondents, 52 (22.9%) strongly disagree that appraisal is done consistently in the Department to assess the performance and standard of the job

accomplished, 77 (33.9%) disagree that appraisal is done consistently in the Department to assess the performance and standard of the job accomplished, 28 (12.3%) are unsure, 56 (24.7%) agreed that appraisal is done consistently in the Department to assess the performance and standard of the job accomplished and sixteen(7%) strongly agreed that appraisal was done consistently in the Department to assess the performance and standard of the job accomplished

A high percentage of respondents 56.8% disagree that appraisal was done consistently in the Department to assess the performance and the standard of the job accomplished and the minority percentage of respondents 31.7% agree that appraisal is done consistently in the Department to assess the performance and standard of the job accomplished. This shows that appraisal is not done consistently enough in the Department to assess the performance and standard of the job accomplished. There must be some factors that are influencing the performance appraisal not to be consistent.

4.10 Effectiveness of performance appraisals

The extent to which Performance appraisal is utilised effectively in the Department to portray the degree to which all employee perform their job effectively is shown in Figure 4.7

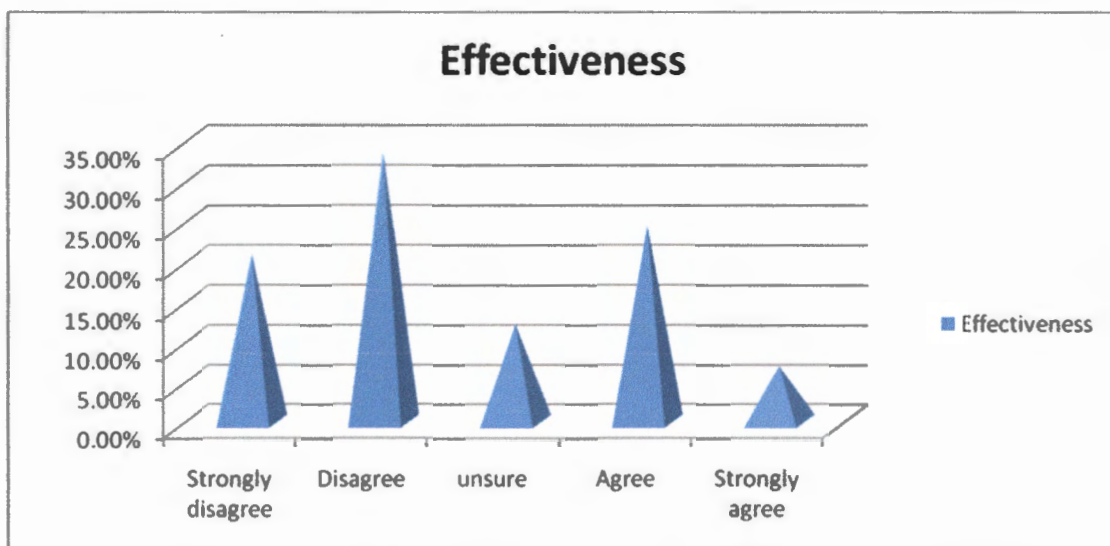


Figure 4.7: Effectiveness of appraisal

From the 227 respondents, 48 (21.1%) strongly disagree that performance appraisal is utilized effectively in the Department to portray the degree to which all employees perform their jobs effectively, 77 (33.9%) disagree that performance appraisal is utilized effectively in the Department to portray the degree to which all employee perform their job effectively, 28 (12.3%) are unsure whether or not performance appraisal is utilized effectively in the Department to portray the degree to which all employees perform their jobs effectively, 56 (24.7%) agree that performance appraisal is utilized effectively in the Department to portray the degree to which all employees perform their jobs effectively, and sixteen(7.0%) strongly agree that performance appraisal is utilized effectively in the Department to portray the degree to which all employee perform their job effectively

A high percentage of respondents 55% disagree that performance appraisal is utilized effectively in the Department to portray the degree to which all employee perform their job effectively, and the minority percentage of respondents 31.7% agree that performance appraisal is utilized effectively in the Department to portray the degree to which all employees perform their jobs effectively.

This indicates that most of subsections/directorates are not utilizing performance appraisal effectively. If a performance appraisal is utilized effectively it can enhance employees' performance and job satisfactions.

4.11 Employees' training and development

The extent to which the performance appraisal results are used in the Department of Health for employee training and development is shown in Figure 4.8



Figure 4.8: Training and Development

From the 227 respondents, 88 (38.8%) strongly disagreed that Performance appraisal results were used in the Department of Health for Employee Training and Development, 65 (28.6%) disagreed that performance appraisal results were used in the Department of Health for Employee Training and Development, 38 (16.7%) were not sure whether or not Performance appraisal results are used in the Department of Health for Employee Training and Development, 23 (10.1%) agreed that Performance appraisal results were used in the Department of Health for Employee Training and Development, twelve (5.3%) strongly agreed that Performance appraisal results were used in the Department of Health for Employee Training and Development

This is shown by the high number of employees who have high experience but they are not highly educated. In the Department of Health (22.9%) of respondents have Grade 12 (2.6%) are below Grade 12 and 1.3% have master's and above.

4.12 Adequately trained

The extent to which all appraisers in the Department of Health are adequately trained to perform the appraisal duties well is shown in Figure 4.9.

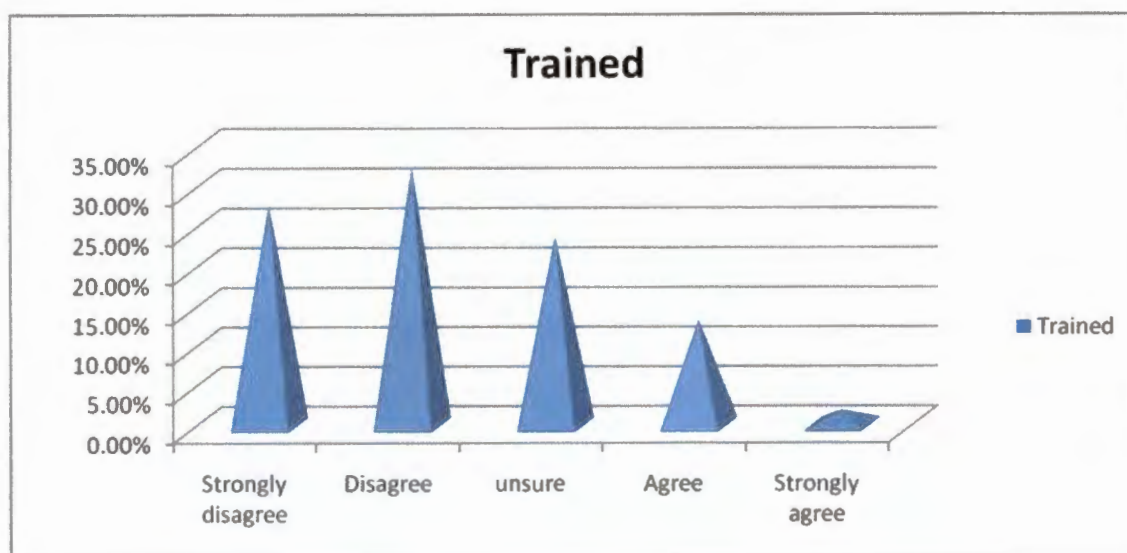


Figure 4.9: Adequacy of training

From the 227 respondents, 63 (27.8%) strongly disagreed that all appraisers in the Department of Health were adequately trained to perform the appraisal duties well, 74 (32.6%) disagreed that all appraisers in the Department of Health are adequately trained to perform the appraisal duties well, 54 (28.3%) are unsure whether or not all appraisers in the Department of Health are adequately trained to perform the appraisal duties well, 30 (13.2%) agreed that all appraisers in the Department of Health were adequately trained to perform the appraisal duties well, and four (1.8%) strongly disagreed that all appraisers in the Department of Health were adequately trained to perform the appraisal duties well.

The majority of respondents (60.4%) disagreed that all appraisers in the Department of Health were adequately trained to perform the appraisal duties well. The reason might be that performance appraisal results are not used in the Department of Health for employee training and development purposes.

4.13 Awarding of rewards

The perception on whether all employees who receive performance rewards deserve those rewards is shown in Figure 4.10.



Figure 4.10: Eligibility for rewards

From the 227 respondents, 101 (44.5%) strongly disagreed that all employees who received performance rewards all deserved those rewards, 58 (25.6%) disagreed that all employees who received performance rewards all deserved those rewards, 32 (14.1%) were unsure whether or not all employees who received performance rewards all deserved those rewards, 26 (11.5%) agreed that all employees who received performance rewards all deserved those rewards, nine(4.0%) strongly agreed that all employees who received performance rewards deserved those rewards

The majority of respondents (70.1%) disagreed that all employees who received performance rewards deserved those rewards, the reason might be that (60.4%) of appraisers in the Department of Health were not adequately trained to perform the appraisal duties well.

4.14 Performance appraisal as an annual event

The extent to which the appraisal process in the Department is treated as an annual event where emphasis is on the completion of a form and with the human resources directorate playing a primary role in administration of the process, management and quality control is shown in Figure4.11

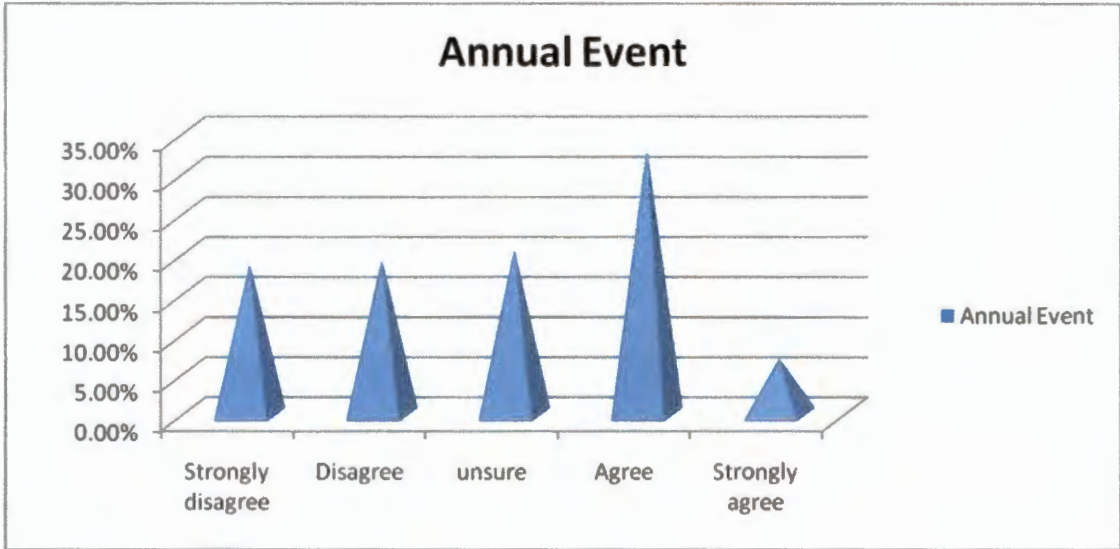


Figure 4.11: Appraisal as an annual event

From the 227 respondents, 43 (18.9%) strongly disagreed that the appraisal process in the Department was treated as an annual event where emphasis is on the completion of a form and with the human resources directorate playing a primary role in administration of the process, management and quality control, 44 (19.4%) disagreed that appraisal processes in the Department are treated as an annual event where emphasis is on the completion of a form and with the human resources directorate playing a primary role in

administration of the process, management and quality control, 47 (20.7%) were unsure whether or not the appraisal process in the Department was treated as an annual event where the emphasis was on the completion of a form and with the human resources directorate playing a primary role in administration of the process, management and quality control, 76 (33.5%) agree that appraisal process in the Department is treated as an annual event where emphasis is on the completion of a form and with the human resources directorate playing a primary role in administration of the process, management and quality control, sixteen(7.0%) strongly agreed that the appraisal process in the Department was treated as an annual event where emphasis was on the completion of a form and with the human resources directorate playing a primary role in administration of the process, management and quality control.

The minority of respondents 38.3% disagreed that the appraisal process in the Department was treated as an annual event where emphasis is on the completion of a form and with the human resources directorate playing a primary role in administration of the process, management and quality control. The majority of respondents or 40.5% agreed that the appraisal process in the Department was treated as an annual event where emphasis was on the completion of a form and with the human resources directorate playing a primary role in administration of the process, management and quality control.

38.3% showed that the appraisal process in the Department was treated as an annual event, but they did not put emphasis on the completion of a form and with the human resources directorate playing a primary role in administration of the process, management and quality control.

14.15 Reliable performance appraisal system

Lack of a reliable performance appraisal system in the Department is responsible for the high number of dissatisfied employees is demonstrated by Figure 4.12

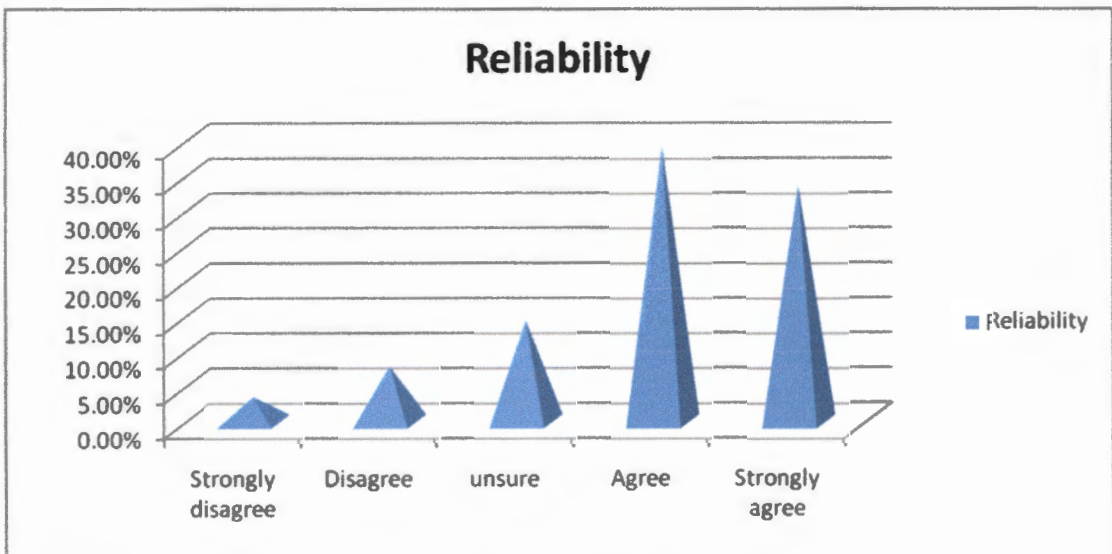


Figure 4.12: Reliability of the system

From the 227 respondents, eight(3.5%) strongly disagreed that the lack of a reliable performance appraisal system in the Department was responsible for the high number of dissatisfied employees, 18 (7.9%) disagreed that the lack of reliable performance appraisal system in the Department was responsible for the high number of dissatisfied employees, 33 (14.5%) are unsure whether or not lack of reliable performance appraisal system in the Department was responsible for high number of dissatisfied employees, 90 (39.6%) agreed that the lack of reliable performance appraisal system in the Department was responsible for the high number of dissatisfied employees, and 77 (33.9%) strongly agree that the lack of reliable performance appraisal system in the Department is responsible for high number of dissatisfied employees.

The majority of respondent 73.5% agreed that the lack of reliable performance appraisal system in the Department was responsible for high number of dissatisfied employees. Due to this majority of employees would remain unsatisfied, and this will result in a high level of employee turnover.

4.16 Levels of performance

Employees’ levels of performance in the Department are influenced by our level of job satisfaction arising from appraisal by our supervisors. See Figure 4.13 in this regard.



Figure 4.13: Job satisfaction

From the 227 respondents, thirteen(5.7%) strongly disagreed that employees’ level of performance in the Department was influenced by the level of job satisfaction arising from appraisal by our supervisors, 33 (14.5%) disagreed that employees’ level of performance in the Department was influenced by the level of job satisfaction arising from appraisal by our supervisors, 44 (19.4%) were unsure whether or not employees’ level of performance in the Department is influenced by our level of job satisfaction arising from appraisal by our supervisors, 99 (43.6%) agreed that employees’ level of

performance in the Department was influenced by the level of job satisfaction arising from appraisal by supervisors, and 36 (15.9%) strongly agreed that employees' level of performance in the Department was influenced by our level of job satisfaction arising from appraisal by our supervisors

The majority of respondents (59.5%) agreed that employees' level of performance in the Department was influenced by one's level of job satisfaction arising from appraisal by our supervisors. Performance appraisal has a positive relationship with employee job satisfaction (Xu *et al.*, 2014).

It is the responsibility of supervisor to recognize these motives and provide suitable opportunities and environments to employees at work to satisfy their needs. Good productivity has a positive influence on job satisfaction than job satisfaction has on productivity.

4.17 Different needs of employee

Every employee has different needs. Our supervisors in the Department recognise these needs and provide us with appropriate opportunities and good working environments to enhance job satisfaction. See Figure 4.14 in this regard.

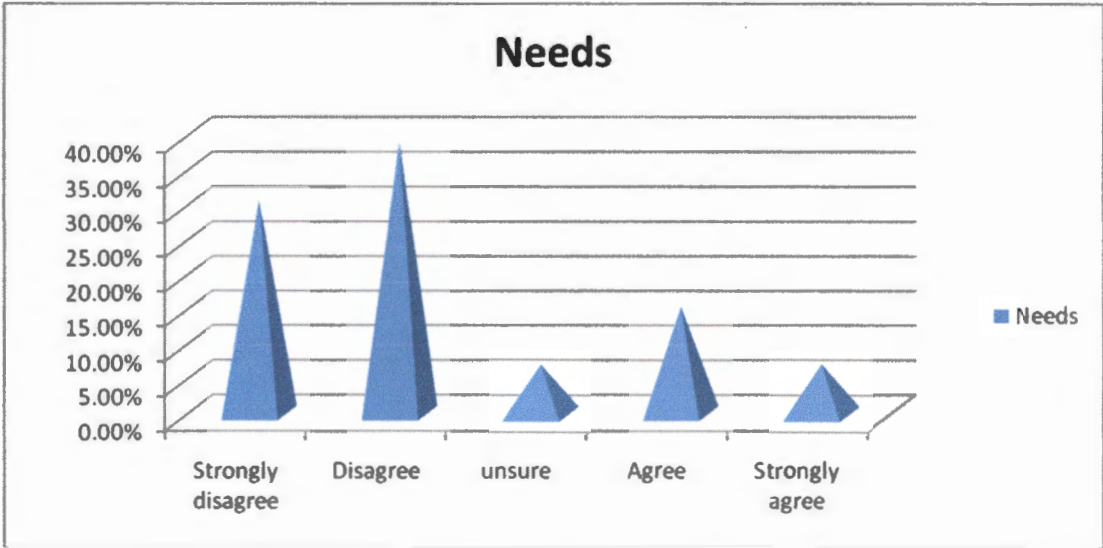


Figure 4.14: Identification of employees needs

From the 227 respondents, 70 (30.8%) strongly disagreed that our supervisors in the Department recognised our needs and provided us with appropriate opportunities and good working environments to enhance job satisfaction, and 89 (39.2%) disagreed that our supervisors in the Department recognised our needs and provided us with appropriate opportunities and good working environments to enhance job satisfaction, sixteen(7.0%) were unsure whether or not our supervisors in the Department recognised our needs and provided us with appropriate opportunities and good working environments to enhance job satisfaction, 35 (15.4%) agreed that our supervisors in the Department recognised our needs and provided us with appropriate opportunities and good working environments to enhance job satisfaction, and sixteen(7.0%) strongly agreed that our supervisors in the Department recognised our needs and provided us with appropriate opportunities and good working environments to enhance job satisfaction.

The majority of respondents (70.0%) disagreed that our supervisors in the Department recognised our needs and provided us with appropriate opportunities and good working environments to enhance job satisfaction. This might be because (60.4%) appraisers in the Department of Health are not adequately trained to perform the appraisal duties well. Therefore they cannot able to identify the needs of subordinates.

4.18. Acknowledgement of outstanding work

In the Department of Health, when work performance is outstanding, it is well acknowledged and recognized by the supervisor to enhance job satisfaction .See Figure 4.15 in this regard

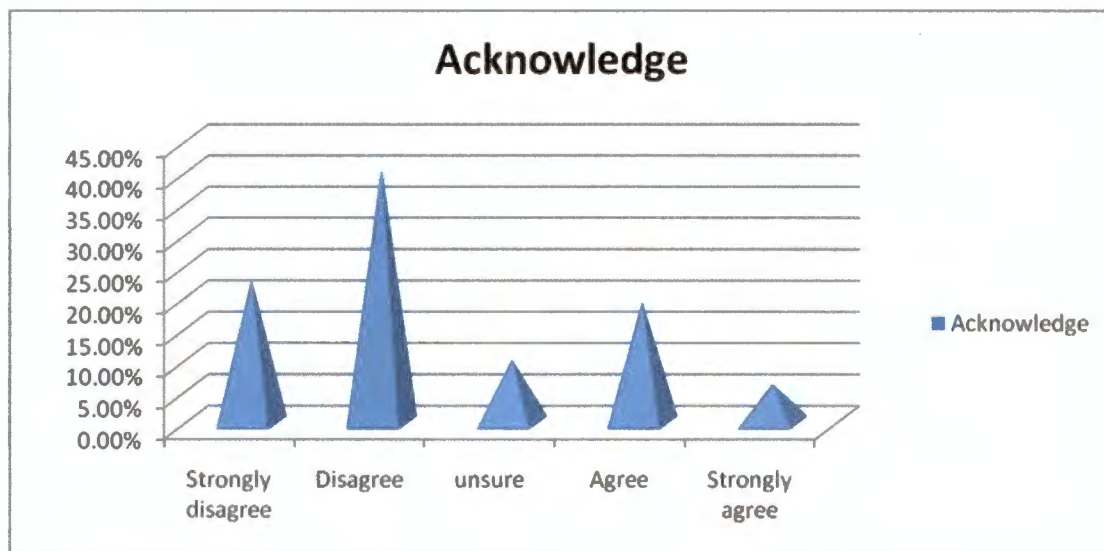


Figure 4.15 Acknowledgement

From the 227 respondents, 52 (22.9%) strongly disagreed that In the Department of Health, when work performance was outstanding, it was well-acknowledged and recognized by the supervisor to enhance job satisfaction, 93 (41.0%) disagree that in the Department of Health, when work performance is outstanding, it was well acknowledged and recognized by the supervisor to enhance job satisfaction, 23 (10.1%) unsure whether or not in the Department of Health, when work performance is outstanding, it was well acknowledged and recognized by the supervisor to enhance job satisfaction, 44 (19.4%) agreed that In the Department of Health, when work performance was outstanding, it was well acknowledged and recognized by the supervisor to enhance job satisfaction, and fourteen(6.2%) strongly disagreed that in the

department of Health, when work performance was outstanding, it was well acknowledged and recognized by the supervisor to enhance job satisfaction.

The majority of respondents 63.9% disagreed that in the Department of Health, when work performance was outstanding, it was well-acknowledged and recognized by the supervisor to enhance job satisfaction. This it might be the reason that majority of Departmental supervisors are not well trained. The recognition programmes serve as the most dependent factor in keeping employees' self-esteem high and passionate about the service they are offering to the organisation, this will motivate employees to outshine in their performance.

4.19 Unacceptable work performance

In the Department of Health, when employee performance is unacceptable, the employee and supervisor sit down and talk, to identify what is not working and what needs to be done to improve job performance and the level of job satisfaction. See Figure 4.16 in this regard.

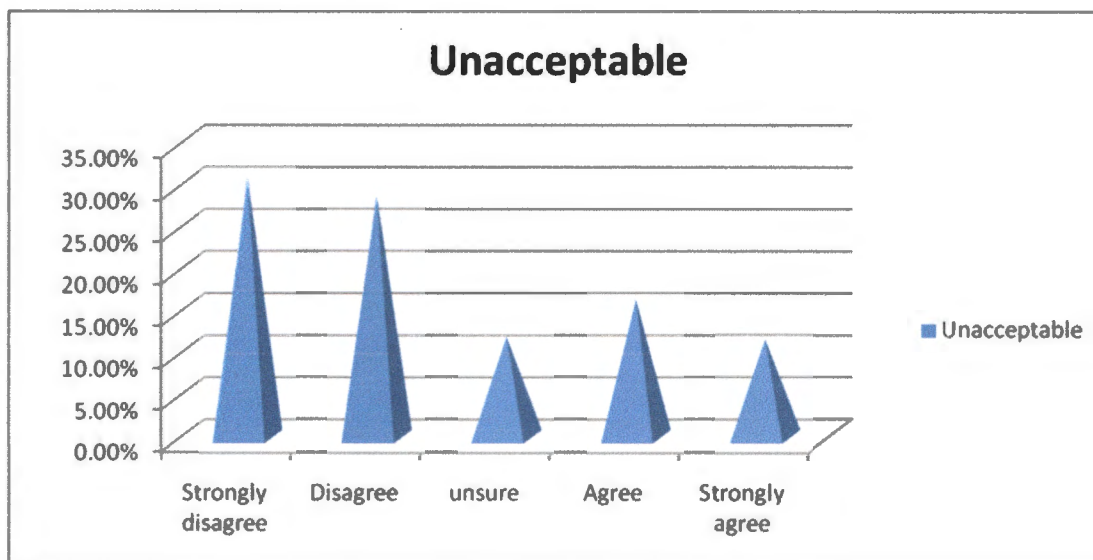


Figure 4.16 Unacceptable word performances

From the 227 respondents, 70 (30.8%) strongly disagreed that in the Department of Health, when employee performance was unacceptable, the employee and supervisor sat down and talked, to identify what was not working and what needed to be done to improve job performance and the level of job satisfaction, 65 (28.6%) disagreed that in the Department of Health, when employee performance was unacceptable, the employee and supervisor sat down and talked, to identify what was not working and what needed to be done to improve job performance and the level of job satisfaction, 27 (11.9%) were unsure whether or not in the Department of Health, when an employee performance is unacceptable, the employee and supervisor sat down and talked, to identify what was not working and what needed to be done to improve job performance and the level of job satisfaction, 37 (16.3%) agreed that in the Department of Health, when an employee performance is unacceptable, the employee and supervisor sit down and talk, to identify what is not working and what needs to be done to improve job performance and the level of job satisfaction, and 26 (11.5%) strongly agree that in the Department of Health, when an employee performance is unacceptable, the employee and supervisor sit down and talk, to identify what is not working and what needs to be done to improve job performance and the level of job satisfaction.

The majority of respondents (59.4%) disagree that in the Department of Health, when an employee performance is unacceptable, the employee and supervisor sat down and talk, to identify what is not working and what needs to be done to improve job performance and the level of job satisfaction. This is because there are a high percentage of respondents (50.6%) who are disagree that Department of Health performance appraisal act as a good motivating platform for employees by appropriately rewarding the performance of individual in order to maintain good quality of job done. Other reason might be that Departmental supervisors are not highly trained with regard to the performance appraisal process.

4.20 Improving job satisfaction

If the Department can improve job satisfaction among its employees, it can also improve job performance. See responses on this notion in Figure 4.17

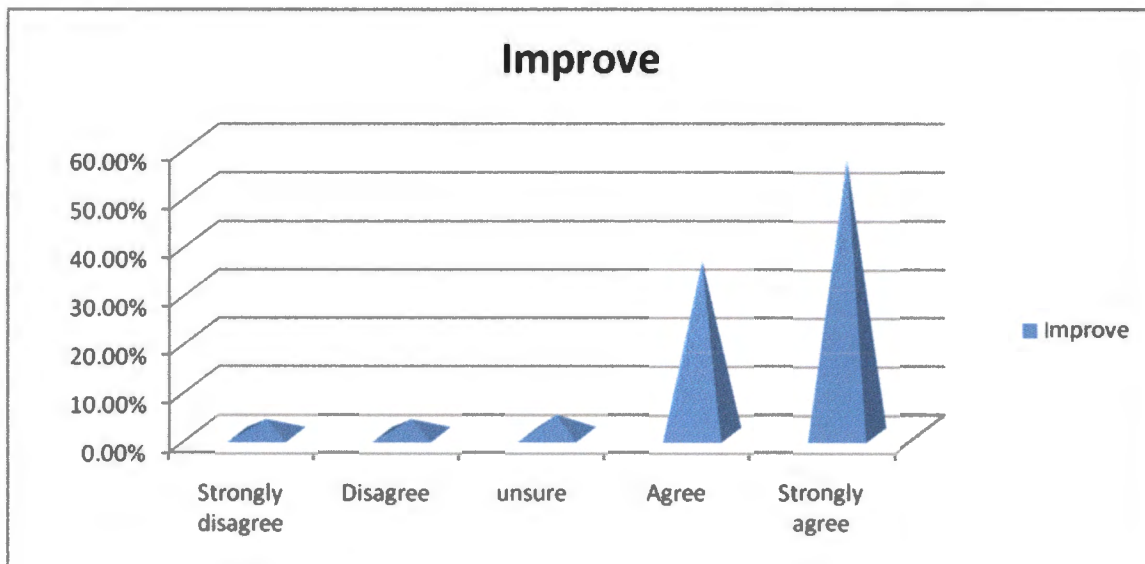


Figure 4.17 Improving performance

From the 227 respondents, 7 (3.1%) strongly disagree that If the Department can improve job satisfaction among its employees, it can also improve job performance, 7 (3.1%) disagree that If the Department can improve job satisfaction among its employees, it can also improve job performance, 1 (0.4) unsure whether or not If the Department can improve job satisfaction among its employees, it can also improve job performance, 81 (35.7%) agree that If the Department can improve job satisfaction among its employees, it can also improve job performance, and 129 (56.8%) strongly agree that If the Department can improve job satisfaction among its employees, it can also improve job performance.

The majority of respondents (92.5%) agree that if the Department can improve job satisfaction among its employees, it can also improve job performance. This shows that

the Department has to improve performance appraisal systems in order to improve the level of job satisfaction among its employees.

4.21 Job satisfaction

The extent to which employees are happy with the performance appraisals system of the Department of Health is shown in Figure 4.18.

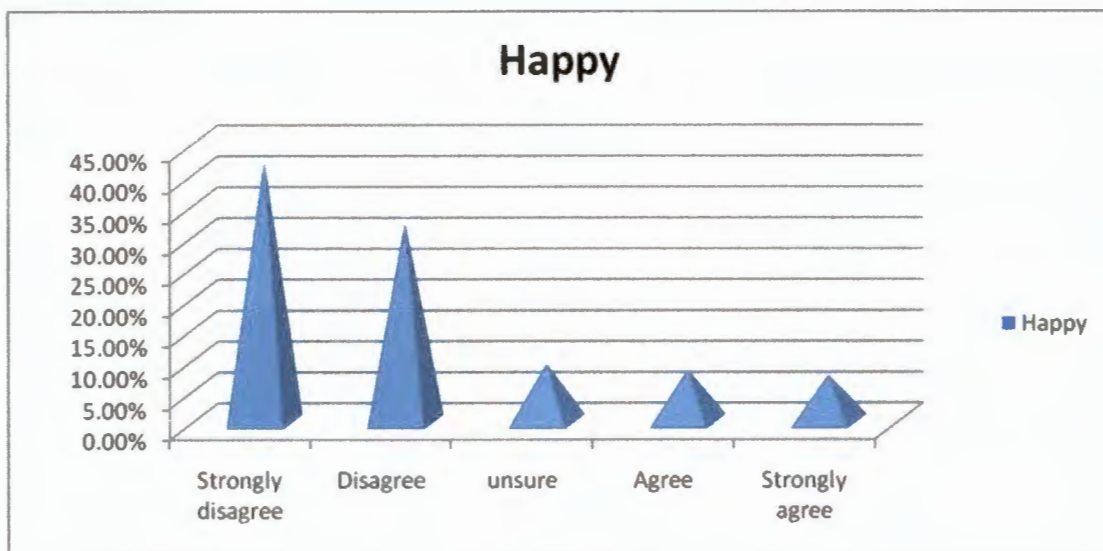


Figure 4.18 Happy about performance appraisal system

From the 227 respondents, 96 (42.3%) strongly disagree that they are happy with the performance appraisals system of the Department of Health, 73 (32.2%) disagree that they are happy with the performance appraisals system of the Department of Health, 21 (9.3%) are unsure whether or not happy with the performance appraisals system of the Department of Health, 19 (8.4%) agree that that they are happy with the performance appraisal system of the Department of Health, and 17 (7.5%) strongly agree that they are happy with the performance appraisal system of the Department of Health

The majority of the respondents 74.5% are unhappy with the performance appraisal system of the Department of Health. This will result in a high rate of turnover and lower rate of retention of their employee. What causes this might be a number of factors like

inadequately trained appraisers, needs of employees are not recognized, employees are not well acknowledged, and other factors

4.22 Motivates of feedback

How employees see performance appraisal feedback as an instrument to motivate them to perform well is shown in Figure 4.19.

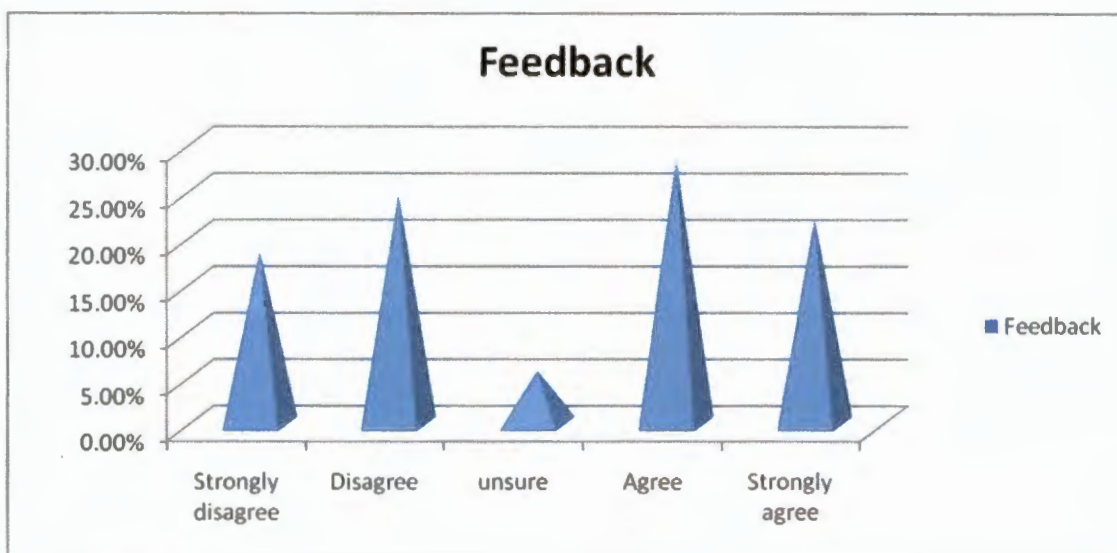


Figure 4.19 Provide feedback

From the 227 respondents, 42 (18.5%) strongly disagree that performance appraisal feedback motivates employees to perform well, 56 (24.7%) disagree that performance appraisal feedback motivates employees to perform well, 13 (5.7%) are unsure whether or not performance appraisal feedback motivates employees to perform well, 65 (28.6%) agree that performance appraisals feedback motivates employees to perform well, 50 (22.0%) strongly agree that performance appraisal feedback motivates employees to perform well.

The majority of respondents 50.6% agreed that performance appraisal feedback motivated employees to perform well. 43.2% disagreed that performance appraisal feedback motivated employees to perform well, and this is because supervisors are

unwilling to provide honest feedback and have truthful discussions with employees for fear of damaging relationships with employees. They are more concerned about work done than rating their employees. Regular feedback facilitates good communication in the workplace.

4.23 Personal bias

The extent to which Supervisors in the Department of Health utilise personal bias and intention to punish subordinates as a method to carry out the appraisal of their subordinates is shown in Figure 4.20

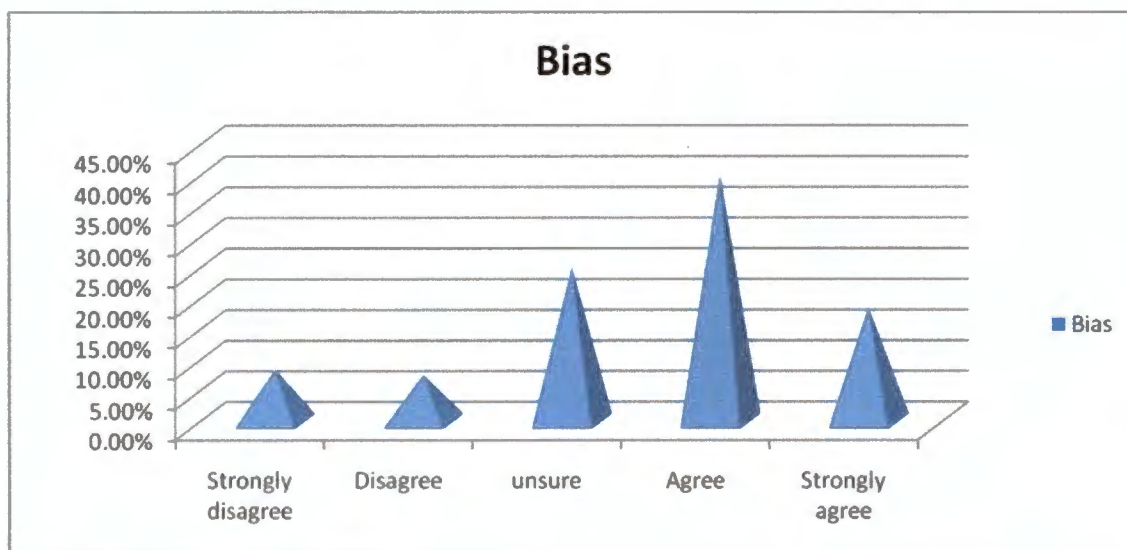


Figure 4.20 Supervisor biasness

From the 227 respondents, nineteen(8.4%) strongly disagreed that supervisors in the Department of Health utilise personal bias and intention to punish subordinates as a method to carry out the appraisal of their subordinates, seventeen(7.5%) disagreed that supervisors in the Department of Health utilise personal bias and intention to punish subordinates as a method to carry out the appraisal of their subordinates, 57 (25.1%) unsure whether or not supervisors in the Department of Health utilise personal bias and intention to punish subordinates as a method to carry out the appraisal of their

subordinates, 91 (40.1%) agreed that supervisors in the Department of Health utilised personal bias and intention to punish subordinates as a method to carry out the appraisal of their subordinates, and 42 (18.5%) strongly agreed that supervisors in the Department of Health utilise personal bias and intention to punish subordinates as a method to carry out the appraisal of their subordinates.

The majority of respondents (58.6%) agree that supervisors in the Department of Health utilise personal bias and intention to punish subordinates as a method to carry out the appraisal of their subordinates. This is because performance ratings are frequently influenced for political intentions. Personal bias and intention to punish subordinates lead to people having reduced job satisfaction.

4.5 Cronbach's Alpha coefficient of reliability test

The Cronbach's Alpha coefficient for internal consistency reliability test was used for each scale in this study. Cronbach's alpha reliability coefficient normally ranges between 0 and 1. Kirk, (2009) provide the following rules of thumb: $\alpha > 0.9$ – Excellent, $\alpha > 0.8$ – Good, $\alpha > 0.7$ – Acceptable, $\alpha > 0.6$ – Questionable, $\alpha > 0.5$ – Poor, and $\alpha < 0.5$ – Unacceptable. The results of Cronbach's Alpha coefficients for each scale are presented as following table 4.5.1

As shown on Table 4.1 a Cronbach's alpha of this study is 0.709 which is an acceptable index to regard the results of this study as reliable.

Table: 4.1: Scale reliability

Cronbach's Alpha	Cronbach's Alpha based on standardized items	N of Items
.709	.688	20

Santos, (2006) has indicated Cronbach's Alpha of 0.7 is to be an acceptable reliability coefficient.

Table 4.2 Reliability statistics: Cronbach's Alpha coefficients for each measurement scale.

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Gender	54.12	88.184	-.020	.080	.713
Age	53.00	90.213	-.164	.657	.727
Experience	53.29	92.843	-.241	.684	.751
Qualification	51.98	86.597	-.007	.343	.726
Motivation	52.96	73.880	.490	.617	.674
Consistently	53.03	77.814	.380	.602	.687
Effectiveness	53.11	74.382	.565	.573	.669
Training	53.59	76.252	.519	.546	.675
Trained	53.44	77.565	.512	.430	.679
Deserving	53.69	75.038	.575	.506	.670
Annual	52.84	77.804	.409	.384	.685
Reliability	51.80	90.153	-.152	.350	.731
Satisfaction	52.21	79.618	.384	.398	.689
Needs	53.43	75.516	.510	.599	.675
Acknowledge	53.26	76.224	.498	.545	.677
Unacceptable	53.22	75.356	.450	.484	.679
Improve	51.30	85.472	.116	.283	.710
Happy	53.64	75.484	.513	.529	.674
Feedback	52.60	79.303	.261	.294	.700
Bias	52.20	89.449	-.116	.275	.731

The results indicated that all scales satisfied the requirement for reliability. All Cronbach's Alphas of the scales were higher than .60. Among them, the lowest value of Cronbach's Alpha is 0.669 in Understanding measure and the next is 0.751 in Access scale. Other scales got the good Cronbach's Alpha coefficients higher than 0.80. In addition, the corrected item - total correlation in all scales satisfied the criterion (>0.30).

4.3 Scale statistics

Mean	Variance	Std. Deviation	N of Items
55.72	88.240	9.394	20

The employee's performance has a mean of 55.72, standard deviations of 9.394 and a variance of 88.240. However, we can see that these data may not follow the normal distribution.

Table 4.4: Gender * Happiness Cross-tabulation:

Cross-tabulation on happiness of employees

		Happiness					Total
		Strongly disagree	Disagree	Unsure	Agree	Strongly agree	
Gender	Male	39	31	5	6	8	89
	Female	57	42	16	13	9	137
Total		96	73	21	19	17	226

This cross-tabulation shows that 39 male employees are strongly unhappy with performance appraisals system, 31 male employees are unhappy with performance appraisals system, five males are unsure about the Departmental performance appraisal system, six male employees are happy with performance appraisals system, and eight male employees are strongly happy with performance appraisals system,

57 Female employees are strongly unhappy with performance appraisals system, 42 female employees are unhappy with performance appraisals system, sixteen female are unsure about the Departmental performance appraisal system, thirteen female employees are happy with performance appraisals system, and nine female employees are happy with performance appraisals system.

The majority of employees both male and female are showing that they are not happy with Departmental performance appraisals systems, and this will increase the level of employee turnover and reduce the retention level. As result it will cost more Departmental money on employing new employees and training them. Most of new employees need training which is costly.

Table 4.5 Descriptive statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Gender	227	1	2	1.61	.489
Age	227	1	5	2.73	.885

Experience	225	1	5	2.42	1.428
Qualification	226	1	7	3.74	1.342
Motivation	226	1	5	2.78	1.453
Consistently	227	1	5	2.70	1.299
Effectiveness	225	1	5	2.62	1.262
Training	226	1	5	2.14	1.195
Trained	225	1	5	2.28	1.068
Deserving	226	1	5	2.04	1.188
Annual	226	1	5	2.90	1.254
Reliability	226	1	5	3.93	1.060
Satisfaction	225	1	5	3.50	1.102
Needs	226	1	5	2.28	1.251
Acknowledge	226	1	5	2.45	1.214
Unacceptable	225	1	5	2.48	1.379
Improve	225	1	5	4.41	.903
Happy	226	1	5	2.06	1.239
Feedback	226	1	5	3.11	1.470
Bias	226	1	5	3.53	1.132
Valid N (listwise)	212				

4.9 Correlation

Pearson correlation assumes that the two variables are measured on at least interval scales and it determines the extent to which uses of the two variables are proportional to each other. The value of the correlation coefficient does not depend on the specific measurement units used, for instance the correlation between height and weight will be identical regardless of whether centimetres and kilograms and kilograms are used as measurement units. Proportional means linearly related, that is correlation is high if it can be summarized by a straight line (sloped downwards or upwards).

Correlation is a measure of the relation between two or more variables. The measurement scales used should be at least interval scales, but other correlation coefficients are available to handle other types of data. Correlation coefficients can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation while a value of +1.00 represents a perfect positive correlation. A value of 0.00 represents a lack of correlation. Correlation is often measured as correlation coefficient indicates the length and direction of a linear relationship between two random variables. Below is an indication of correlation range:

Table 4.6: Pearson correlation Range

Small 0.1 to 0.3
Medium 0.3 to 0.5
Large 0.5 to 1

For the purposes of this study correlation that is above the absolute value of 0.5 will be considered to show a strong relationship. The p-value is the probability that the current results would have been found in the correlation coefficient would have zero. The table 4.7 below presents the correlation analysed in this study

Table 4.7: Correlation Analysis in this study:

	Gender	Age	Experience	Qualification	Motivation	Consistently	Effectiveness	Training	Trained	Deserving	Annual	Reliability	Satisfaction	Needs	Acknowledge	Unacceptable	Improve	Happy	Feedback	Bias
Pearson Correlation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sig. (2-tailed)	0.06	0.04	0.02	0.02	0.02	0.09	0.17	0.26	0.074	0.114	0.04	0.01	0.06	0.09	0.062	0.02	0.07	0.03	0.04	0.046
N	227	227	225	226	226	227	225	226	225	226	226	226	225	226	226	225	225	226	226	226
Pearson Correlation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sig. (2-tailed)	0.06	0.01	0.776	-0.346	-0.264	0.07	-0.264	-0.211	0.09	-0.132	-0.366	0.041	-0.1	0.094	0.096	0.06	0.05	0.02	0.05	0.042
N	227	227	225	226	226	227	225	226	225	226	226	226	225	226	226	225	225	226	226	226
Pearson Correlation	-	-	1	-0.422	-0.247	-	-0.275	-0.216	-0.135	-0.13	-0.337	0.123	-0.132	-0.194	-	-	-	-	-0.199	-
N	227	227	225	226	226	227	225	226	225	226	226	226	225	226	226	225	225	226	226	226

Sig. (2-tailed) N	0.549 225	0 225	 225	0 224	0 224	0.32 225	0 223	0.001 224	0.044 223	0.056 224	0 224	0.067 224	0.05 223	0.003 224	0.07 224	0.11 223	0.45 223	0.81 224	0.003 224	0.012 224
Pearson Correlation	-0.02	-.346**	-.422**	1	.249**	-0.09	0.051	0.005	0.003	0.008	.302**	-0.05	0.101	0.021	0.026	0.003	-0.02	0.003	0.0099	-0.065
Sig. (2-tailed) N	0.774 226	0 226	0 224	 226	0 225	0.18 226	0.45 224	0.946 225	0.628 224	0.909 225	0 225	0.441 225	0.132 224	0.758 225	0.699 225	0.605 224	0.709 224	0.7 225	0.14 225	0.329 225
Pearson Correlation	-0.02	-.264**	-.247**	.249**	1	.662**	.486**	.451**	.220**	.347**	.394**	0.008	.356**	.286**	0.105	0.1	.131	.141	0.008	-0.043
Sig. (2-tailed) N	0.73 226	0 226	0 224	0 225	 226	0 226	0 224	0 225	0.01 224	0 225	0 225	0.06 225	0 224	0 225	0.15 225	0.13 224	0.005 224	0.003 225	0.231 225	0.523 225
Pearson Correlation	-0.09	0.07	0.066	-0.09	.662**	1	.491**	.427**	.239**	.273**	.220**	-0.04	.232**	.209**	0.002	0.003	0.12	0.11	0.004	-0.077
Sig. (2-tailed) N	0.165 227	0.291 227	0.322 225	0.176 226	0 226	 227	0 225	0 226	0 225	0 226	0 226	0.542 226	0 225	0.002 226	0.766 226	0.602 225	0.007 225	0.101 226	0.541 226	0.251 226
Pearson Correlation	0.017	-.264**	-.275**	0.051	.486**	.491**	1	.636**	.361**	.424**	.384**	0.12	.210**	.422**	.392**	.247**	0.07	.263**	0.119	0.13
Sig. (2-tailed) N	0.798 225	0 225	0 223	0.45 224	0 224	0 225	 225	0 224	0 223	0 224	0 224	0.064 224	0.002 223	0 224	0 224	0 223	0.28 223	0 224	0.074 224	0.052 224
Pearson Correlation	-0.03	-.211**	-.216**	0.01	.451**	.427**	.636**	1	.415**	.427**	.333**	-.156	0.121	.452**	.307**	.256**	.146	.198**	0.073	-.211**
Sig. (2-tailed) N	0.701 226	0.001 226	0.001 224	0.946 225	0 225	0 226	0 224	 226	0 224	0 225	0 225	0.002 225	0.007 224	0 225	0 225	0 224	0.003 224	0 225	0.272 225	0.001 225
Pearson Correlation	0.074	0.009	-.135	0.003	.220**	.239**	.361**	.415**	1	.504**	.356**	-.233**	.205**	.481**	.425**	.267**	0.002	.318**	.189**	-.174**
Sig. (2-tailed) N	0.27 225	0.176 225	0.044 223	0.628 224	0.001 224	0 225	0 223	0 224	 225	0 224	0 224	0 224	0.002 223	0 224	0 224	0 223	0.703 223	0 224	0.005 224	0.009 224
Pearson Correlation	0.114	-.132	0.128	0.008	.347**	.273**	.424**	.427**	.504**	1	.330**	-.245**	.277**	.435**	.393**	.417**	.142	.345**	.169	-.207**
Sig. (2-tailed) N	0.087 226	0.047 226	0.056 224	0.909 225	0 225	0 226	0 224	0 225	0 224	 226	0 225	0 225	0 224	0 225	0 225	0 224	0.003 224	0 225	0.011 225	0.002 225
Pearson Correlation	0.039	-.366**	-.337**	.302**	.394**	.220**	.384**	.333**	.356**	.330**	1	0.12	.253**	.337**	.194**	.195**	-0.02	.148	.158	0.093
Sig. (2-tailed) N	0.564 226	0 226	0 224	0 225	0 225	0 226	0 224	0 225	0 224	0 226	 225	0.081 225	0 224	0 225	0.003 224	0 225	0.706 224	0.003 225	0.017 225	0.166 225

N	226	226	224	225	225	226	224	225	224	225	226	225	224	225	225	224	224	225	225	225
Pearson Correlation	-0.01	0.041	0.123	0.005	0.008	0.004	0.102	-0.156	-0.233	-0.245	-0.108	1	198	-0.327	-0.248	-0.189	0.102	0.102	0.008	451
Sig. (2-tailed)	0.875	0.543	0.067	0.441	0.906	0.504	0.064	0.002	0	0	0.008	0.003	0.003	0	0	0.001	0.008	0.007	0.226	0
N	226	226	224	225	225	226	224	225	224	225	226	225	224	226	226	225	224	225	225	225
Pearson Correlation	0.006	-0.101	-0.132	0.101	0.356	0.232	0.210	0.121	0.205	0.277	0.253	0.198	1	0.064	0.198	0.140	0.352	0.008	0.195	0.071
Sig. (2-tailed)	0.374	0.105	0.005	0.132	0	0	0.002	0.007	0.002	0	0	0.003	0	0.342	0.003	0.004	0	0.203	0.003	0.293
N	225	225	223	224	224	225	223	224	223	224	224	225	225	225	225	224	223	224	224	224
Pearson Correlation	0.109	0.009	-0.194	0.021	0.286	0.209	0.422	0.452	0.481	0.435	0.337	-0.327	0.064	1	0.557	0.511	-0.198	0.451	0.181	-0.259
Sig. (2-tailed)	0.104	0.159	0.003	0.758	0	0	0	0	0	0	0	0	0.342	0	0	0	0	0	0.007	0
N	226	226	224	225	225	226	224	225	224	225	225	226	225	226	226	225	224	225	225	225
Pearson Correlation	0.062	-0.101	0.121	0.026	0.105	0.002	0.392	0.307	0.425	0.393	0.194	-0.248	0.198	0.557	1	0.534	0.003	0.516	0.279	0.122
Sig. (2-tailed)	0.351	0.105	0.007	0.699	0.115	0.707	0	0	0	0	0	0	0.003	0	0	0	0.701	0	0	0.069
N	226	226	224	225	225	226	224	225	224	225	225	226	225	226	226	225	224	225	225	225
Pearson Correlation	0.002	0.006	0.107	0.031	0.101	0.003	0.247	0.256	0.267	0.417	0.195	-0.189	0.140	0.511	0.534	1	0.001	0.556	0.229	0.095
Sig. (2-tailed)	0.815	0.342	0.112	0.648	0.134	0.602	0	0	0	0	0	0.005	0.036	0	0	0	0.901	0	0.001	0.156
N	225	225	223	224	224	225	223	224	223	224	224	225	224	225	225	225	224	225	225	225
Pearson Correlation	0.007	0.005	0.051	0.002	0.131	0.102	0.0073	0.146	0.023	0.142	-0	0.117	0.352	-0.198	0.025	0.001	1	0.009	0.039	0.106
Sig. (2-tailed)	0.277	0.444	0.446	0.788	0.005	0.007	0.277	0.029	0.729	0.034	0.706	0.081	0	0.003	0.712	0.901	0	0.201	0.563	0.111
N	225	225	223	224	224	225	223	224	223	224	224	224	223	224	224	224	225	225	225	225
Pearson Correlation	0.026	0.023	0.016	0.026	0.141	0.101	0.263	0.198	0.318	0.345	0.148	0.102	0.081	0.451	0.516	0.556	0.009	1	0.404	0.027
Sig. (2-tailed)	0.707	0.726	0.811	0.701	0.034	0.101	0	0.003	0	0	0.003	0.068	0.203	0	0	0	0.201	0	0	0.689
N	226	226	224	225	225	226	224	225	224	225	225	225	224	225	225	225	225	226	226	226
Pearson Correlation	0.004	0.005	-0.199	0.099	0.008	0.004	0.119	0.073	0.189	0.169	0.158	0.008	0.195	0.181	0.279	0.229	0.004	0.404	1	0.006
Sig. (2-tailed)	0.509	0.499	0.003	0.104	0.231	0.504	0.074	0.272	0.005	0.011	0.002	0.226	0.003	0.007	0	0	0.506	0	0	0.928
N	226	226	224	225	225	226	224	225	224	225	225	225	224	225	225	225	225	226	226	226

Pearson	-																			
Correlati	0.0	0.0	0.167	0.0	0.0	0.0	0.1	-0.21	-0.17	-0.207		0.451	0.0	-0.25	0.1		0.1	0.0	0.0	
on	5	42		7	4	8	3	1**	4**		-0.1		71	9**	22	-0.1	1	3	1	1
Sig. (2-	0.4	0.5	0.0	0.3	0.5	0.2	0.0	0.0	0.0	0.00	0.1		0.2		0.0	0.1	0.1	0.6	0.9	
tailed)	91	34	12	29	23	5	52	01	09	2	7	0	93	0	69	6	1	9	28	
N	226	226	224	225	225	226	224	225	224	225	225	225	224	225	225	225	225	226	226	226

Table 4.9.1: Correlation Table

** Correlation is significant at the 0.01 level (2-tailed)

* Correlation is significant at the 0.05 level (2-tailed)

Discussion will be based on items that are above 0.50. If it is negative then if one increases the other one decreases. The opposite is true for both positive; if one increases then the other one increases as well

4.9.1 Age versus experience

The correlation between age and experience is 77.6% positive, both have strong positive correlations. According to the criteria given, those correlations that are above the absolute value of 0.5 and above will be considered to show a strong relation. The correlation is statistically significance since the p-value (significant value) of 0.000 is less than 0.01 and therefore deduces that there is a negative significant linear correlation between the two variables. This suggests that age and experience significantly correlated and have significant impact on experience

4.9.2 Motivation versus consistency

The correlation between motivation and consistency is 66.2% positive, both have strong positive correlations. According to the criteria given, those correlations that are above the absolute value of 0.5 and above will be considered to show strong relationships. The correlation is statistically significant since the p-value (significant value) of 0.000 is less than 0.01 and therefore one deduces that there is a negative significant linear correlation between the two variables. This suggests that motivation and consistency significantly correlated and it has a significant impact on consistency.

4.9.3 Effectiveness versus training

The correlation between effectiveness and training is 63.6% positive; both have a strong positive correlation. According to the criteria given, those correlations that are above the absolute value of 0.5 and above will be considered to show a strong relationship. The correlation is statistically significant since the p-value (significant value) of 0.000 is less than 0.01 and therefore one deduces that there is a negative significant linear

correlation between the two variables. This suggests that effectiveness and training significantly correlated and have significant impact on training.

4.9.4 Adequacy of training versus annual event

The correlation between adequacy training and annual event is 50.4% positive, both have strong positive correlations. According to the criteria given, those correlations that are above the absolute value of 0.5 and above will be considered to show strong relations. The correlation is statistically significant since the p-value (significant value) of 0.000 is less than 0.01 and therefore one deduces that there is a negative significant linear correlation between the two variables. This suggests that adequacy of training and annual event significantly correlated and has significant impact on annual event.

4.9.5 Deserving versus adequacy of training

The correlation between deserving and adequacy training is 50.4% positive; both have a strong positive correlation. According to the criteria given, those correlations that are above the absolute value of 0.5 and above will be considered to show a strong relation. The correlation is statistically significant since the p-value (significant value) of 0.000 is less than 0.01 and therefore one deduces that there is a negative significant linear correlation between the two variables. This suggests that deserving and adequacy in training significantly correlated and have a significant impact on adequacy of training.

4.9.6 Needs versus acknowledgement

The correlation between needs and acknowledgement is 55.7% positive; both have a strong positive correlation. According to the criteria given, those correlations that are above the absolute value of 0.5 and above will be considered to show a strong relation. The correlation is statistically significant since the p-value (significant value) of 0.000 is less than 0.01 and one therefore deduces that there is a negative significant linear correlation between the two variables. This suggests that needs and acknowledgement have significant correlation and significant impact on acknowledgement.

4.9.7 Needs versus unacceptable

The correlation between needs and unacceptable is 51.1% positive, both have a strong positive correlation. According to the criteria given, those correlations that are above the absolute value of 0.5 and above will be considered to show a strong relationship. The correlation is statistically significant since the p-value (significant value) of 0.000 is less than 0.01 and therefore one deduces that there is a negative significant linear correlation between the two variables. This suggests that needs and unacceptability significantly correlated and have a significant impact on unacceptability.

4.9.8 Acknowledged versus happy

The correlation between acknowledge and happy is 51.6% positive, both have a strong positive correlation. According to the criteria given, those correlations that are above the absolute value of 0.5 and above will be considered to show a strong relation. The correlation is statistically significant since the p-value (significant value) of 0.000 is less than 0.01 and therefore deduces that there is a negative significant linear correlation between the two variables. This suggests that acknowledgement and being happy significantly correlated with a significant impact on happy.

4.9.9 Unacceptable versus happy

The correlation between unacceptable and happy is 55.6% positive; both have a strong positive correlation. According to the criteria given, those correlations that are above the absolute value of 0.5 will be considered to show strong relations. The correlation is statistically significant since the p-value (significant value) of 0.000 is less than 0.01 and therefore one deduces that there is a negative significant linear correlation between the two variables. This suggests that unacceptable and happy are significantly correlated and have a significant impact on happy.

4.9.10 Unacceptable versus happy

The correlation between unacceptable and happy is 55.6% positive; both have a strong positive correlation. According to the criteria given, those correlations that are above the absolute value of 0.5 and above will be considered to show a strong relationship. The correlation is statistically significant since the p-value (significant value) of 0.000 is less than 0.01 and therefore one deduces that there is a negative significant linear correlation between the two variables. This suggests that unacceptable and happy are significantly correlated and it has a significant impact on happy.

4.10 Summary

Research findings have been presented and analysed in this chapter. There has been a co-ordination of both primary and secondary data. The comprehensive result of the research using statistical methods has been provided. Graphs, tables, and statistics have been used to present the results of the survey. Data analysis has also been presented as part of this chapter. The findings have recognized that there is a link between the literature which was reviewed in this study with the data collected and presented.

The following chapter deals with all the work that has been done, consisting of the summary of the study, addressing the findings on different research questions and highlights future research opportunity. A conclusion to the study will be provided as well as the recommendations.

Chapter 5: Conclusions and recommendations

5.1 Introduction

Performance appraisal could be viewed as a good motivating platform for employees by appropriately rewarding the performance of individual in order to maintain good quality of job done and to enhance job performance. The main purpose of this study was to investigate the extent to which employee performance appraisal can be used to increase job satisfaction at the workplace within the North West Department of Health.

This chapter consolidates the research findings through analysing and interpreting the statistical data discussed in the previous chapter. The research questions relating to the following: 1) whether performance appraisals enhance performance? 2) Whether performance appraisals increase job satisfaction? 3) Whether performance appraisers/supervisors provide effective feedback to their sub-ordinates? 4) Whether performance appraisal is utilized for training and development within the North West Department of Health?

5.1 Overview of the study

The focus of the study was to investigate the effects of employee's performance appraisal on job satisfaction. The study was quantitative in nature. Questioners were distributed among departmental employees. Random sampling was used to select a sample of North West department of health employees (provincial office). The respondent indicated that they are not happy about performance appraisal system. Furthermore they indicate that supervisors in the department of health utilize personal bias and intention to punish subordinates as a method to carry out the appraisal of their subordinates.

5.2 Objectives restated

The aim of the research study was to determine and discuss the performance appraisal systems as provided to the employees to enhance performance within the North West Department of Health. Other related and supporting secondary objectives were discussed as follows:

- 5.2.1 To investigate the relationship between employee appraisal and job satisfaction.
- 5.2.2 To probe whether reward, motivation and recognition enhance job performance.
- 5.2.3 To check whether training and development improve employees' performance.
- 5.2.4 To probe whether supervisors provide effective feedback to their subordinates.
- 5.2.5 To discover what more can be done to ensure that employee performance appraisal is constantly functional.

The research study was supported with reference to the literature review in order to enable the research study to define and link appropriately with relevant current definitions, theories and other empirical studies. A quantitative research method was used in this study. The research method looked at instrumentation, research type, population sampling method and data-gathering methods from a theoretical perspective.

A questionnaire was developed and used to gather primary and secondary data based on demographics, e.g. gender, age, experience, qualification, and other related questions were used to further extract data from the sample population.

The data obtained from the sample population was statistically and graphically tabulated, where correlation and non-correlation of various variables were analysed, interpreted and discussed accordingly.

5.3 How each objective was achieved?

“To investigate the relationship between employee appraisal and job satisfaction”.

The findings of the study indicated that if the department can improve job satisfaction among its employees, it can also improve job performance. This has been shown by the majority of respondents, (92.5%) agreed that if the department can improve job satisfaction among its employees, it can also improve job performance

“To probe whether reward, motivation and recognition enhance job performance”.

Departmental employees indicated that they are not happy with the Departmental performance appraisal system. The majority of the respondents 74.5% indicated that they are unhappy with the performance appraisal system of the Department of Health. Furthermore 50.6% departmental employees indicated that performance appraisals feedback motivates employees to perform well. Lack of acknowledgement and recognition of outstanding work performance by the employee from supervisors does not motivate the employees to enhance their performance.

“To check whether training and development improve employees’ performance”.

The (135) respondents indicated that, when employee's performance is unacceptable, the employee and supervisor do not sit down and talk to identify what is not working and what needs to be done to improve job performance and the level of job satisfaction. In this way supervisor/s can be able to give positive feedback or recommend training for such employees.

“To probe whether supervisors provide effective feedback to their sub-ordinates”.

Giving effective feedback is one of the most important functions that must be performed by supervisor (Diane, 2006). Department of Health (98) employees

indicated that performance appraisals feedback motivates employees to perform well. Feedback and appreciation are highly valued from other work they did and considered it as important factor in ongoing with good performance

The study indicates serious problems with the effectiveness of supervisors within the Department, and this needs serious attention due to the fact that it could in future if not now destroy the morale and the performance of the employees at the lower levels. Louw, Meyer and Van Schalkwyk (2007), divide the factors that can have influence on job satisfaction into three groups; Organisational policies and procedures that have to do with the nature of the remuneration packages, supervision and decision making practices, and the perception of the quality of supervision, the department needs to ensure that there is improvement and change of management and leadership style.

“To discover what more can be done to ensure that employee performance appraisal is constantly functional”.

The organisational policies and procedures that have to do with the nature of the remuneration packages, supervision and decision making practices and the perception of the quality of supervision, the department needs to ensure that there is improvement and change of management and leadership style (Meyer a& Van Schalkwyk 2007).

Lack of opportunities for training and development, supervisor’s biasness, lack of adequately trained appraisers, poor rewards and remuneration, including retention strategy, reliable performance appraisal system and personal security are some of push factors that influence job satisfaction (Bezuidenhout, Joubert, Hiemstra & Stuiwing, 2009). Lack of acknowledgement and recognition of outstanding work performance by the employee from supervisors does not motivate the employees to enhance their performance. Feedback and appreciation were highly valued from other work they did and considered it as important factor in ongoing with good performance. From the result of this study

the following guidelines are given to the Department of Health for future consideration.

5.4 Limitations of the Study

This study, like any study has limitation. One limitation is also one of its contributions. The study was limited to employees working in department of health provincial office only. Acknowledgement must also be taken of the fact that the results obtained from this study may be specific to the North West Department of Health Provincial Office only where the investigation was conducted. Hence the results acquired cannot be generalized with confidence to other department of health institution like district office, hospitals, sub-district offices and other public institution in North West Province they are limited to North West Department of Health Provincial Office.

The sample for the purpose of gathering information was 234; however 227 were received. This has been caused by reluctance of employees to participate in the study. Although the department of Health consist of the head office (Provincial office), district office, and sub-district office, only one office (Provincial office) were included in this study. The most responses received were generally from lower level employees, junior management and middle management.

This study has its time limit, lack of support from senior management and the delay in getting approval to conduct this research from top management might contributed negatively on the analysing the findings and giving conclusion of this study.

5.5 General conclusions

Based on the results, there is lack of a reliable performance appraisal system in the Department of Health and this is responsible for high number of dissatisfied employees. Furthermore, supervisors in the Department of Health utilise personal bias and intention to punish subordinates as a method to carry out the appraisal of their subordinates. In addition to the foregoing, most of Departmental supervisors does not recognise employees' needs and thus do not provide employees with appropriate opportunities as well as good working environments to enhance job satisfaction.

5.6 Recommendations

The following recommendations are based on the descriptive and inferential reviews discussed in this study:

It is recommended that:

5.6.1 The Department of Health policy-makers must ensure that departmental performance appraisal should act as a good motivating platform for employees by appropriately rewarding the performance of individual in order to maintain good quality of job done.

5.6.2 Department of Health policy-makers must ensure that departmental performance appraisal is utilized effectively in the Department to portray the degree to which all employees perform their job effectively by: using performance appraisal as a employees motivation platform; conducting performance appraisal consistently to assess the performance and standard of the job accomplished; utilizing performance appraisal effectively to portray the degree to which all employee perform their job effectively; Utilizing performance appraisal results for employees training and development; adequately trained appraisers to perform

the appraisal duties well; awarding performance rewards to all employees who are deserving them.

5.6.3 Department of Health policy-makers must ensure that departmental performance appraisal results be used for employee training and development.

5.5.4 Department of Health policy-makers must ensure that all departmental appraisers in the Department of Health are adequately trained to perform the appraisal duties well.

5.5.5 Department of Health policy-makers must ensure that departmental employees who receive performance rewards must all be deserving of those rewards.

5.5.6 Department of Health policy-makers must ensure that supervisors must recognize employees' needs and provide employees with appropriate opportunities and good working environments to enhance job satisfaction.

5.5.7 Department of Health policy-makers must ensure that supervisors must sit down and talk with employees when an employee's performance is unacceptable, so that they can be able to identify what needs to be done to improve job performance and level of job satisfaction

5.5.8 Department of Health policy-makers must ensure that departmental performance appraisal is done to improve job satisfaction among its employees by: providing performance appraisals feedback to the employees; Improving reliability of performance appraisal system; ensuring that supervisors must not use personal bias and intention to punish subordinates as a method to carry out the appraisal of their subordinates; ensuring that supervisors recognise employees needs and provide them with appropriate opportunities and good working environments to enhance job satisfaction.

5.6.9 Department of Health policy-makers must ensure that departmental supervisor must give performance appraisal feedback as a platform to motivate employees.

5.6.10 Department of Health policy-makers must ensure that departmental supervisors must never use personal bias and intention to punish their subordinates as a way to carry out the appraisal of their subordinates

5.7 Final Conclusion

This chapter gave recommendations about performance appraisals based on the empirical research conducted as well as theory and good practice on the topic. It was noted that employee work performance is influenced by job satisfaction. It is advisable to the departmental policy-makers to develop an effective performance appraisal system that will be able to improve job satisfaction among its employees; in this way Departments can enhance motivation and also improve job performance.

5.8 Areas for further research

A suggested area for further research should be to investigate the effect of an effective performance management on job satisfaction. Given its subjective nature, can a performance appraisal system contribute to fairness and improved job satisfaction in the workplace?

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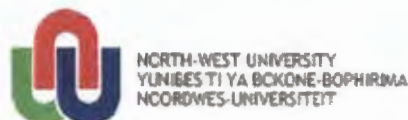
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Appendix A: Ethical clearance

Appendix A: Ethical clearance



Private Bag X0001, Potchefstroom
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Tel: (018) 299-4900
Faks: (018) 299-4910
Web: <http://www.nwu.ac.za>

Institutional Research Ethics Regulatory Committee

Tel: +27 18 299 4840
Email: Ethics@nwu.ac.za

ETHICS APPROVAL CERTIFICATE OF PROJECT

Based on approval by the Human Resource Research Ethics Committee, Mafikeng Campus, the North-West University Institutional Research Ethics Regulatory Committee (NWU-IRERC) hereby approves your project as indicated below. This implies that the NWU-IRERC grants its permission that, provided the special conditions specified below are met and pending any other authorisation that may be necessary, the project may be initiated, using the ethics number below.

Project title: Effects of employees performance appraisal on job satisfaction: A case of Department of Health North West.	
Project Leader:	Dr GN Molefe
Student:	TO Mmade
Ethics number:	NWU-00271-15-A9
Approval date: 2015-07-07	Expiry date: 2020-07-08
Category:	N/A

Special conditions of the approval (if any): None

General conditions:

While this ethics approval is subject to all declarations, undertakings and agreements incorporated and signed in the application form, please note the following:

- The project leader (principle investigator) must report in the prescribed format to the NWU-IRERC:
 - annually (or as otherwise requested) on the progress of the project,
 - without any delay in case of any adverse event (or any matter that interrupts sound ethical principles) during the course of the project.
- The approval applies strictly to the protocol as stipulated in the application form. Would any changes to the protocol be deemed necessary during the course of the project, the project leader must apply for approval of these changes at the NWU-IRERC. Would there be deviation from the project protocol without the necessary approval of such changes, the ethics approval is immediately and automatically forfeited.
- The date of approval indicates the first date that the project may be started. Would the project have to continue after the expiry date, a new application must be made to the NWU-IRERC and new approval received before or on the expiry date.
- In the interest of ethical responsibility the NWU-IRERC retains the right to:
 - request access to any information or data at any time during the course or after completion of the project,
 - withdraw or postpone approval if:
 - any unethical principles or practices of the project are revealed or suspected,
 - it becomes apparent that any relevant information was withheld from the NWU-IRERC or that information has been false or misrepresented,
 - the required annual report and reporting of adverse events was not done timely and accurately,
 - new institutional rules, national legislation or international conventions deem it necessary.

The IRERC would like to remain at your service as scientist and researcher, and wishes you well with your project. Please do not hesitate to contact the IRERC for any further enquiries or requests for assistance.

Yours sincerely

Linda du
Plessis

Digitally signed by Linda du Plessis
DN: cn=Linda du Plessis, o=North West University, email=Linda.DuPlessis@nwu.ac.za, c=ZA
Date: 2015.07.28 14:50:22 +0200

Prof Linda du Plessis

Chair NWU Institutional Research Ethics Regulatory Committee (IRERC)

Appendix B: Permission to conduct research



health
Department of
Health
North West Province
REPUBLIC OF SOUTH AFRICA

3801 First Street
New Office Park
MAHEKENG, 2730

Eric Kekumelo Shogwe
Tel: 018 381 4501
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POLICY, PLANNING, RESEARCH, MONITORING AND EVALUATION

Name of researcher : Mr. T.O Mouda
North West University

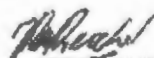
Physical Address _____
(Work/ Institution) _____

Subject : Research Approval Letter- Effects of Employees Performance
Appraisal on Job Satisfaction: A Case for the North West
Department of Health.

This letter serves to inform the Researcher that permission to undertake the above mentioned study has been granted by the North West Department of Health. The Researcher is expected to arrange in advance with the chosen facilities, and issue this letter as proof that permission has been granted by the Provincial office.

This letter of permission should be signed and a copy returned to the department. By signing, the Researcher agrees, binds him/herself and undertakes to furnish the Department with an electronic copy of the final research report. Alternatively, the Researcher can also provide the Department with electronic summary highlighting recommendations that will assist the department in its planning to improve some of its services where possible. Through this the Researcher will not only contribute to the academic body of knowledge but also contributes towards the bettering of health care services and thus the overall health of citizens in the North West Province.

Kindest regards


Dr. FRM Reichel
Director: FPRM&E


Researcher



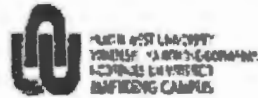
22/09/2015
Date

28/09/2015
Date



Healthy Living for All

Appendix C: Request for consent to conduct research



Graduate School of Business and
Government Leadership (GS&GL)
P.O. Box 2244, Vanderbijlpark
1760
Tel: 018 259 2437 Fax: 018 259 2438
Email: gsandgl@nwu.ac.za

17 August 2015

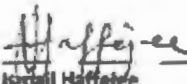
To whom it may concern

Permission to conduct research- Mr T.O Muade -MBA student

This letter serves to introduce Mr T.O Muade who is presently a registered student for Master in Business Administration (MBA) programme at the Graduate School of Business and Government Leadership of the North West University. He is conducting a research project on, "Effects on employee appraisal on job satisfaction" towards a partial fulfillment of his MBA programme.

In this regard, your office is requested to afford him full co operation to conduct this research. In particular, Mr T.O Muade requires permission to access information, data or even to distribute questionnaires.

Your cooperation will be highly appreciated.


Ismail Haffejee
Research Unit



Appendix D: Participants information sheet

APPENDIX D: COVERING LETTER

QUESTIONNAIRES

VOLUNTARY QUESTIONNAIRE FOR

AN INVESTIGATE THE EXTENT TO WHICH

EMPLOYEE PERFORMANCE APPRAISAL CAN BE USED TO INCREASE JOB SATISFACTION AT WORKPLACE WITHIN THE NORTH WEST DEPARTMENT OF HEALTH, GRADUATE SCHOOL OF BUSINESS & GOVERNMENT LEADERSHIP

Researcher: Muade T.O

Supervisor: Dr G.N.Molefe

Prospective participants

REQUEST TO CONDUCT RESEARCH

My name is MuadeThendo I am currently registered with North-West University Mafikeng Campus for Master's Degree in Business Administration (MBA). In order to fulfil the entire requirement for a master's degree, I am currently doing a research project to which I would like to like to humbly invite you to participate.

Your contribution, as participant will be highly appreciated and it will make huge deference. The title of the research project is "Effects of Employees Performance Appraisal on job satisfaction". The study will be conducted under supervision and guidance of Dr Molefe G.N at the North-West University Mafikeng Campus

The objective of study is to investigate the extent, to which employee performance appraisal can be used to increase job satisfaction at workplace within the North West Department of Health, to investigate if reward, motivation and recognition enhance job performance, to check whether training and development improves employee's performance, to investigate if supervisors providing effective feedback to their subordinates

In order to protect your identity you will sign an informed consent form before the beginning of answering the questioners, no name will be mentioned during and after answering of questioners, all information received will be treated, professional and will be treated with respect to confidentiality and privacy, you may choose to withdraw from the study at any time without any fear of penalty

Should you have any queries please contact me at

Phone: 076 154 0548

Email to: tomuade@yahoo.com

The questionnaires only have two parts

In the first part, the participant will be asked for permission to use your responses for academic research and general personal particulars like your age, gender and etc, the participant will be asked details about employees' appraisals and job satisfaction

How to complete the questionnaire

- 1 Please answer the questions as truthfully as possible and make sure to read and follow the directions in this questionnaire as it will enable me to facilitate this research project.

- 2 The questionnaires are asking you about things that you and other researchers should feel comfortable telling us about. If you don't feel comfortable answering a question, you can indicate that you do not want to answer it. For those questions that you do answer, your responses will be kept confidential.
- 3 You can mark each response by making a tick or a cross, or encircling each appropriate response with a **PEN** (not a pencil), or by filling in the required words or numbers.

Appendix E: Questionnaires

APPENDIX E: THE QUESTIONNAIRE

Section A

This section seeks certain personal information about you. Please tick (X) in the appropriate box that corresponds with your own details. Take note that you may only select one answer.

What is your gender?

Male		Female	
------	--	--------	--

1. What age group are you belonging to?

Under 25	
25 to 35	
36 to 45	
46 to 55	
56 and older	

2. How long have you worked for the Department?

Below 5 yrs	
05 to 10 yrs	
10 to 15 yrs	
15 to 20 yrs	
20 yrs & above	

3. What is your highest qualification?

Below Grade 12	
Grade 12	
Certificate	
Diploma	
Degree	
Honours degree	
Masters and above	

Section B

The following section is intended to assess your perception on performance within the Department of Health. You are requested to read each statement and indicate the level to which you agree or disagree with the statement(s). The responses are categorised on a five-point scale as follows:

- 1. Strongly Disagree
- 2. Disagree
- 3. Unsure
- 4. Agree
- 5. Strongly Agree

Please tick (X) in the appropriate box, the statement which best describes the level to which you agree or disagree with the statement. Take note that you may only select one answer.

STATEMENTS AND THEMES	Strongly disagree	Disagree	Unsure	Agree	Strongly agree
4. Performance appraisal process in the Department of Health					
4.1 Performance appraisal in the Department acts as a good motivating platform for employees by appropriately rewarding the performance of individual in order to maintain good quality of job done					
4.2 Appraisal is done consistently in the Department to assess the performance and standard of the job accomplished					

4.3 Performance appraisal is utilized effectively in the Department to portray the degree to which all employee perform their job effectively					
4.4 Performance appraisal results are used in the Department of Health for Employee Training and Development					
4.5 All appraisers in the Department of Health are adequately Trained to perform the appraisal duties well.					
4.6 All employees who receive performance rewards are all deserving those rewards					
4.7 The appraisal process in the Department is treated as an annual event where emphasis is on the completion of a form and with the human resources directorate playing a primary role in administration of the process, management and quality control.					
5 Job satisfaction level regarding performance appraisal in the Department of Health	Strongly disagree	Disagree	Unsure	Agree	Strongly Agree
5.1 Lack of reliable performance appraisal system in the Department is responsible for high number of dissatisfied employees					
5.2 Employee's level of performance in the Department is influenced by our level of job satisfaction arising from appraisal by our supervisors					
5.3 Every employee has different needs.					

Our supervisors in the Department recognise these needs and provide us with appropriate opportunities and good working environments to enhance job satisfaction.					
5.4 In the Department of Health, when work performance is outstanding, it is well acknowledged and recognized by the supervisor to enhance job satisfaction					
5.6 In the Department of Health, when an employee performance is unacceptable, the employee and supervisor sit down and talk, to identify what is not working and what needs to be done to improve job performance and the level of job satisfaction.					
5.7. If the Department can improve job satisfaction among its employees, it can also improve job performance.					
5.8 I am happy with the performance appraisals system of the Department of Health					
5.9 Performance appraisals feedback motivates employees to perform well.					
5.10. Supervisors in the Department of Health utilise personal bias and intention to punish subordinates as a method to carry out the appraisal of their subordinates.					

Thank you very much for participating in this survey.

Appendix F: Language editor certificate

Declaration

*This is to declare that I, Annette L Combrink, accredited
language editor and translator of the South African
Translators' Institute, have language-edited the
dissertation by*

Muade Thendo (Student number 16994167)

With the title

*Effects of Employees' Performance Appraisal on job
satisfaction: A case for the North West Department of Health*



Prof Annette L. Combrink

Accredited translator and language editor

South African Translators' Institute

Membership No. 1000356

Date: 15 November 2015

ANNEXURE: G

TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	50	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	275	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Table 3.0: Sample size

Source. Sekaran, 2003; 253.

Where: N = the population size and S = the sample size.