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SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT AND GENERAL STUDIES

INFLUENCE OF PERFORMANCE MANAGEMENT ON EMPLOYEE
ENGAGEMENT: THE CASE OF SMALL AND MEDIUM ENTERPRISES IN KUMASI
METROPOLIS, GHANA

BY

BENEDICTA BADU

CONSTANCE ADJEI POKUAA

CHRISTA NANA YAA WEALTHYLAND

THIS DISSERTATION IS SUBMITTED TO CHRISTIAN SERVICE UNIVERSITY
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RESOURCE MANAGEMENT

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DECLARATION

We hereby declare that, this project is the result of own work and investigation, except where otherwise stated. Other sources are acknowledged explicit reference. References and bibliographies are appended.

Name	Index Number	Signature	Date
Benedicta Badu	13019891
Christa Nana Yaa Wealthyland	13036260
Constance Adjei Pokuaa	13023652

Certified by:

Dr. Nicholas Nti
(Supervisor)	Signature	Date

Dr. Joseph Nkuah
(Head of Department)	Signature	Date

SUPERVISOR DECLARATION

The undersigned certify that I recommended to the Department of Management and General Studies, Christian Service University College of the project work entitled using influence of performance management on employee engagement: the case of Small and Medium Enterprises in Kumasi Metropolis, Ghana

Signature..... Date

Dr Nicholas Nti

(Supervisor)

Signature..... Date

Dr Joseph Nkuah

(Head of Department)

DEDICATION

We dedicate this work to our supervisor Dr Nicholas Nti and our various families for their support, prayers and supervisions. We also dedicate it to our classmates and to our school, Christian Service College for equipping us with knowledge and skills.

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We wish to express our gratitude to the following personalities for their input and contributions throughout this project. First, we wish to acknowledge all lecturers in the Department of Management and general studies for their assistance and great support throughout this degree Programme. We also wish to acknowledge our family for their sacrifices.

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ABSTRACT

This study examines the influence of performance management on employee engagement: the case of Small and Medium Enterprises in Kumasi Metropolis, Ghana. The objectives of this study were to investigate the respondents' assessment of performance management, to assess the impact of Performance goal setting on employee engagement among the SMEs in Kumasi, to investigate the influence of performance monitoring on employee engagement among SMEs in Kumasi and lately to analyses the effect of performance appraisal on employee engagement among SMEs in Kumasi. The sampling techniques used in this research was sample random sampling technique. The population of the study were SMEs, and the sample size were 286 employees of SMEs. This is the primary research and data has been collected through questionnaire and for analysis purpose SPSS software have been used. The study found out that the majority of the respondents indicated that the net profit of the organization last year was between 10000-15000GH, the impact of Performance agreement/goal setting on the employee engagement among the SMEs in Kumasi. I know my goals in the organization as an employee were ranked first with (M:3.4354, SD:1.2824) while I have the needed resources to meet my performance goals was ranked second with (M:3.1487, SD:1.5321). I understand the role of the goal setting in my performance was ranked third with (M:3.0245, SD:0.9852). The study recommend the SME managers should emphasize investing in strategies that will promote employee well-being and provide safe working conditions to realize the benefits of having an engaged workforce to enhance productivity and SME managers, through HR policy crafting and implementation, are in a good position to positively influence the employee engagement levels in the organisation, to increase productivity.

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CHAPTER ONE

1.1 Introduction

This chapter deals with the background of the study, statement of the problem, objective of the study, research questions, significance of the study, limitations and delimitation of the study, limitation of the study, operational definition of key terms, and organization of the study.

1.2 Background of the Study

Performance management is a critical aspect of organizational effectiveness (Cardy, 2004). Because it is the key process through which work is accomplished, it is considered the “Achilles Heel” of managing human capital (Pulakos, 2009) and should therefore be a top priority of managers (Lawler, 2008). However, less than a third of employees believe that their company's performance management process assists them in improving their performance, and performance management regularly ranks among the lowest topics in employee satisfaction surveys (Pulakos, 2009).

Contemporary challenges facing organizations have led many of them to refocus attention on their performance management systems (Buchner, 2007) and explore ways to improve employee performance. The performance management process is to focus on fostering employee engagement as a driver of increased performance. Although performance evaluation is at the heart of performance management (Cardy, 2004), the full process extends to all organizational policies, practices, and design features that interact to produce employee performance. This integrative perspective represents a configurational approach to strategic human resources management which argues that patterns of HR activities, as opposed to

single activities, are necessary to achieve organizational objectives (Delery & Doty, 1996). As Armstrong (2000) notes, the performance management process offers an opportunity for the integration of all HR strategies. “Bundling” HR practices so that they complement and strengthen each other has been shown to be necessary for an organization's HR architecture to deliver desired performance (Pfeffer, 1998). As suggested by Verweire and Van Den Berghe (2004), performance management is valuable only if the various components of the system are aligned. Aligned bundles of HR practices create the mutually reinforcing conditions that generate desired outcomes (MacDuffie, 1995).

Although it is the ultimate objective of performance management, increased performance (Borman & Motowildo, 1993) can be considered a distal outcome of the process. More proximal outcomes include the cognitive, affective, and conative outcomes that precede changes in performance. For example, Kuvaas (2007) found that the relationship between developmental goal setting and feedback on the one hand, and self-reported performance on the other hand was mediated by intrinsic motivation. Kinicki, Prussia, Wu, and McKee-Ryan (2004) found that an employee's responses to feedback were mediated by a set of cognitive variables which, in turn, predicted performance. Norris-Watts and Levy (2004) found that the relationship between the feedback environment and organizational citizenship behaviour (contextual performance) was partially mediated by affective commitment. Thus, managing performance effectively requires achieving intermediary outcomes that precede enhanced performance. As noted by VerWeire and Van Den Berghe (2004), performance management involves creating motivation and commitment to achieve objectives. Producing these more proximal outcomes is a vital step in the performance management process.

One variable that has been receiving increasing attention as a key determinant of performance is employee engagement (Macey, Schneider, Barbera, & Young, 2009). For example, Mone and London (2010) suggest that designing the performance management process to foster employee engagement will lead to higher levels of performance. Along these lines, the performance management process will be enhanced by focusing on employee engagement as a proximal outcome and fundamental determinant of job performance.

Employee engagement is a relatively new concept (Macey & Schneider, 2008) and the factors that produce engagement may be different from those that produce more traditional employee outcomes such as job satisfaction and organizational commitment (Macey et al., 2009). Considerations of how to promote engagement as a desirable outcome of the performance management process thus represent a significant, but untested, development in the performance management literature (Sparrow, 2008). Additionally, building on the positive psychology movement (Lopez & Snyder, 2009), much contemporary organizational research adopts positive approach to understanding organizational phenomena. Notable among the reproaches are positive organizational behaviour (Luthans, 2002a, b) and positive organizational scholarship (Cameron & Caza, 2004; Cameron, Dutton, & Quinn, 2003). Linley, Joseph, Maltby, Harrington, and Wood (2009) note that employee engagement represents an application of this positive approach. Thus, consideration of how employee engagement contributes to performance management is a development in the performance management literature that is consistent with recent trends in the organizational sciences.

A focus on employee engagement in the performance management process may foster performance improvement beyond that achievable through a conventional focus on performance itself. As noted by Banks and May (1999), the traditional approach to

performance assessment is appropriate for stable jobs in which work processes are procedural and easily observable. However, the issue concerning employee engagement as not been given much priority in Ghana, especially among the SMEs in the country. Therefore, this study will investigate the impact of performance management on employee engagement among SMEs in the Kumasi Metropolis.

1.3 Problem Statement

The idea of viewing employee engagement from a business standpoint and its relationship with organizational outcomes may be traced far back in 2002 (Harter. et. al, 2002). It has been established that levels of employee engagement correlate with the extent of involvement and commitment employee invest in their organization, its values and beliefs. (Gallup, 2005). There exists ample authority across a wider spectrum of organizations linking employee engagement to organizational excellence or success (Echols, 2005). Particularly positive results have been observed in terms of superior customer service, innovation, productivity, low staff turnover, dedicated workforce, great sense of work commitment, willingness to put extra time in the job, and pride in their work. Anita's (2014) research affirmed this by statistical deductions that linked employee engagement to their performance. She studied 383 respondents considering the variables of working environment, compensation, organizational policies, training and career development, team and co-worker relationship and workplace wellbeing. Her finding was that all these factors had an impact on employee engagement and were predictors with team and co-worker relationships ranking high. Raising the proportion of engaged employees has proved instrumental in minimizing costs and increasing productivity and returns. (Perrin, (2003).

Productivity has been observed to increase by 26 percent, operational incomes have increased up to 19 percent and return to shareholders of 13 percent in a five-year period.

Although employee engagement is currently measured through annual staff appraisals, performance analysis and strategic or human resource planning, training and career development, compensatory framework, and policies in place there is a great need to reinforce the practice in the organization. Apparently most if not all the studies conducted as cited above, like other previous research have mainly focused on the developed world and among the multinational companies. Research about the phenomenon is lacking especially from Sub-Saharan Africa and SMEs. In Ghana, the only study concerning the issue is Agyemang and Ofei (2013) which focused on the Club 100 companies in the country. Therefore, this study tends to fill such gap and look into the influence of performance management on employee engagement in the Kumasi Metropolis using the SMEs as the population study.

1.4 Objectives of the Study

The study aims to investigate the influence of performance management on employee engagement among the Small and Medium enterprises in Kumasi. This study set out the following specific objectives.

1. To investigate the respondents' assessment of performance management
2. To assess the impact of Performance goal setting on employee engagement among the SMEs in Kumasi.
3. To investigate the influence of performance monitoring on employee engagement among SMEs in Kumasi.

4. To analyse the effect of performance appraisal on employee engagement among SMEs in Kumasi.

1.5 Research Questions

1. What is the respondents' assessment of the performance management?
2. What is the impact of Performance goal setting on employee engagement among SMEs in Kumasi?
3. What is the influence of performance monitoring on employee engagement among SMEs in Kumasi?
4. What is the effect of performance appraisal on employee engagement among SMEs in Kumasi?

1.6 Scope and Limitation of the Study

The scope of the study comprises performance management as the independent variable and employee engagement as the dependent variable. The study was conducted among small and medium enterprises in Kumasi. The area was selected for the study because most of the SMEs are clustered there.

The results of the research may not be generalized outside the select businesses due to the variations in the characteristics of the said businesses in the country.

1.7 Significance of the Study

The findings of this research would add to the existing literature that would help other interested researchers to formulate related research questions on related issues of performance management and employee engagement especially SMEs in Kumasi. It was also hoped that this research would provide data that may assist organizations planners and

policymakers of the SMEs to come out with proper decisions and policies based on reliable data about performance management and employee engagement in Kumasi. It is very significant for decision-makers and analytical and empirical researchers to rely on an evidence base to make tangible progress in the employee engagement practice. This research intends to provide the knowledge and skills required to advance this ideal. The research would also benefit future researchers who will research the same topic of employee engagement and performance management.

1.8 Organization of the study.

The research report has five chapters. Chapter one presents the nature of the problem and its approach by comprising the background of the study, statement of the problem, objectives of the study, research questions, hypothesis, significance of the study, delimitation of the study, and organization of the study. Chapter two discusses the key concepts that were used in the paper to place the problem in a broader perspective of literature or review of related literature. Chapter three concentrates on the research design and methodology specifically which includes research design, research method, study population, sample size and sampling techniques, data collecting instruments, data analysis and interpretation and also ethical considerations. Chapter four deals with the presentation, analyses, and interpretation of the research. Finally, chapter five summarizes the main findings, conclusions, and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter will conduct a literature review to establish what previous researchers have discovered on the relationship between performance management and employee engagement. It will start by presenting the theoretical framework that will share light on the background of the study and then give definitions of the two constructs, performance management, and employee engagement. The literature review will include both quantitative and qualitative studies. A global perspective on employee engagement together with the literature on engagement surveys will be given.

2.2 Theoretical Framework

The Self Determination Theory (SDT) was used to study human motivation, personality, and best functioning. Literature shows that the quality of motivation is what matters in predicting successful outcomes more than the amount of motivation. As described by Cherry (2016), SDT is centred on three psychological needs and is driven by intrinsic and extrinsic motivation. For people to engage, they need to feel competent, connected, and autonomous. As applied to the study, if people experience positive meaning in their work, they become motivated to perform better because they experience a psychological sense of connectedness, competency, and autonomy. People want more than just a salary and are looking for a sense of belonging in their organisations and when they feel this, they become more engaged and motivated. According to Bhuvanaiah and Raya (2014) during the process of engagement the employee becomes self-motivated and is driven and energised to perform and thus increasing

productivity. Employee engagement represents a motivational assemble and a forecaster of organizational outcomes.

Theories such as social exchange theory (SET) and self-determination theory (SDT) have been advanced to explain employee engagement and performance management. In this study, SDT provides a framework to study performance management employee engagement among small and medium enterprises in Kumasi Metropolis. The SDT claims that people are often motivated by external factors such as reward system, grades, evaluations, or the opinions others have of them.

2.3 Conceptual Framework

The performances of employees can be measured by the following variables used the study as a performance agreement/goal setting, monitoring/facilitation and performance appraisal and feedback. When these variables come to play, they will have direct influence on the employee engagement. While employee characteristics will be as the intervening factor so how the employee will be determined by the intervening factors. Figure 1 presents the conceptual framework of the study

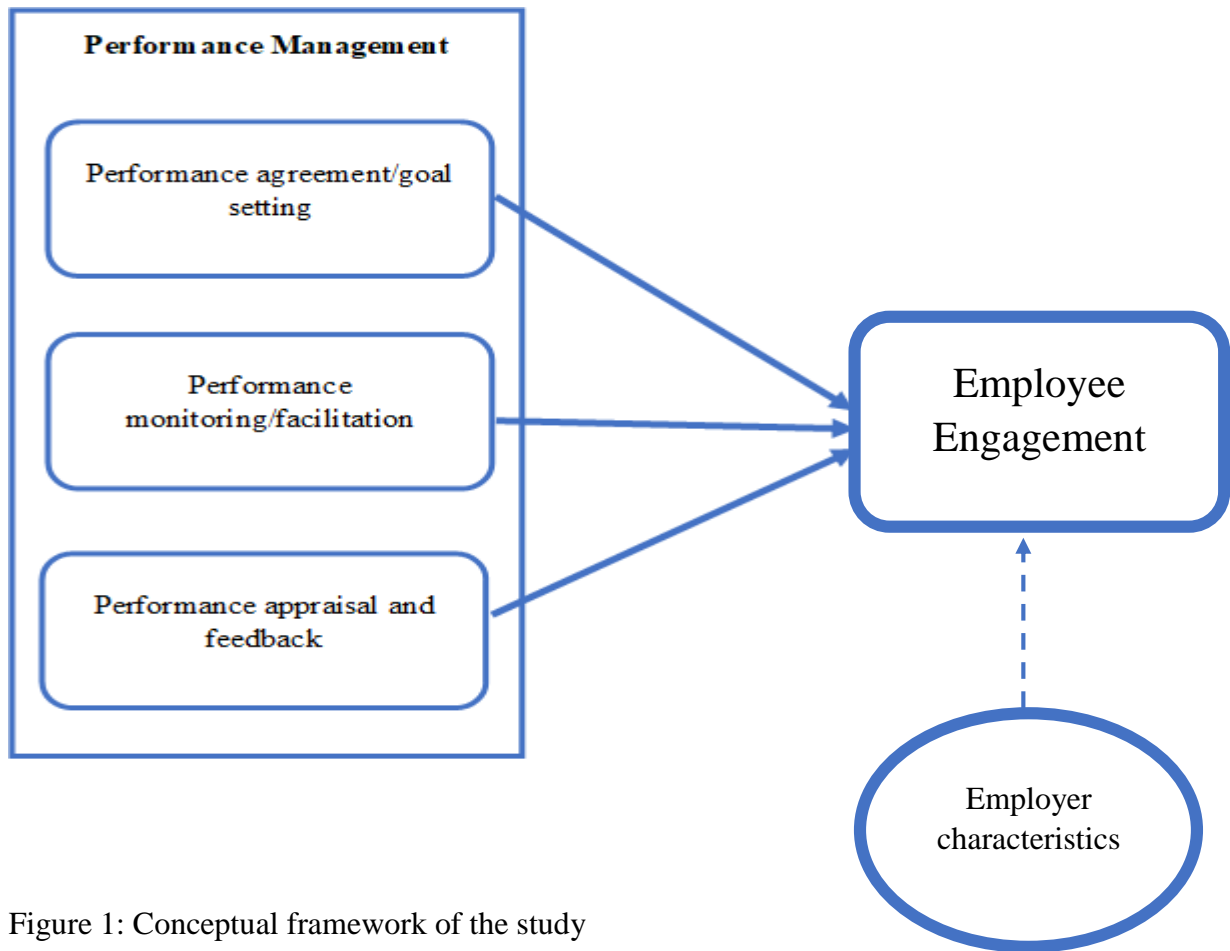


Figure 1: Conceptual framework of the study

2.4 Employee Engagement

Employee engagement has gained much popularity among psychologists and human resource professionals. Harter et al. (2002) were the first to introduce employee engagement at the business unit level and used an enormous database to link higher levels of employee engagement to increased business unit outcomes (Chang, 2011; Brad Shuck & Wollard, 2010). Scholars have provided diverse definitions for employee engagement. For instance, Kahn (1990) defined employee engagement as “the harnessing of organization members selves to their roles; in engagement people employ and express themselves physically, cognitively and emotionally during role performance” (P. 694). Employee engagement as “a

persistent positive affective state characterized by high levels of activation and pleasure” (Maslach, Schaufeli, and Leiter, 2001, p. 417). Engagement is the individual’s involvement and satisfaction with as well as enthusiasm for work (Harter et al., 2002).

Employee engagement has been examined from different dimensions. For example, Kahn (1990) investigated psychological conditions of personal engagement and disengagement at work theory and develop a model of engagement that has three requirements: a work-role focus, activation, and positive affect. Soane et al. (2012) built on Kahn’s (1990) psychological conditions of personal engagement and disengagement model. The researchers operationalized the model with a new measure, namely: the intellectual, social, Affective Engagement Scale (ISA Engagement Scale) comprising three facets: intellectual, social, and affective engagement. Studies have shown that employee engagement is influenced by certain factors, such as meaningfulness, safety, and availability (Chang, 2011; Kular et al., 2008); performance management (Menguc et al., 2012).

2.5 Performance Management

Employee performance is a critical part of the performance management system and thus, performance evaluation research studies have focused on defining performance (Arvey, & Murphy, 1998). In the process of performance management, identifying performance measures required for appraisal determines performance standards as levels of performance that correspond to predesignated levels of individual and organizational effectiveness. From an individual point of view, performance standards form the frame of reference within which to judge the employee’s performance. Thus, it is an important mechanism to communicate with employees what is expected of them. Therefore, it is necessary to develop a clear

understanding of what is meant by performance before designing performance management system. Performance is usually depicted as desired results, behaviours, attitudes, or traits. Some argue that performance refers to the result as what gets accomplished. Others argue that performance has to do with the behaviours people exhibit while producing results and with their basic competence or ability to perform various aspects of the job.

Bernardin and Beatty (1984) define performance as the record of outcomes produced on a specified job function, activity, or behaviour during a specified period. They also distinguish this outcome-oriented definition from a person-oriented one and criticize the tendency of performance evaluation to focus on the person's characteristics. For example, they argue that an assessment of an individual's competencies is not a measure of his performance and that a performance management system should focus on a record of outcomes. A focus on such results seems to be a fair, unbiased, and business-relevant basis for performance evaluation. However, a number of shortcomings of results-based approach have been pointed out (Borman, 1991; Cardy & Dobbins, 1994; Heneman, 1986). Results-oriented measures may be deficient as performance criteria because they typically tap only a small proportion of the job performance requirements. Workers may develop a results-at-any-cost mentality and strive to obtain outcomes in ways that are dysfunctional for the organization.

In fact, human performance is a complex phenomenon incorporating process as well as outcome aspects (Kozlowski, Gully, Nason, & Smith, 1999). It is important to avoid reifying outcomes as though they were performance. An outcome-based perspective is simply one approach for capturing aspects of a complex phenomenon of performance. The process-oriented approach to performance focuses on the competencies as the knowledge, attitudes, and behaviour that yield performance outcomes. Competencies are defined as sets of

knowledge, skills, and abilities that allow the employee to perform specific functions related to organizational goals. A competency can also be defined as a collection of behaviours that contribute to the performance of organizationally valued work. Lawler (1994) contends that competencies should guide the very structure and reward systems of organizations of the future. Indeed, competencies are thought by some managers to represent the language of their strategic human resource policy allowing the organization to match its strategic needs (Woodruffe, 1991). Performance management as a complex phenomenon must be examined holistically. Scholars such as Favero et al., (2016) examined performance Goal; Etienne (1995) considered performance monitoring, and (Favero et al., 2016) investigated performance appraisal. Studies have inconclusive impact of various performance management variables – performance monitoring, performance appraisal and performance Goal on employee engagement.

2.6 Performance Management and Employee Engagement

2.6.1. Performance Monitoring and Employee Engagement

The diversity of research that explores performance monitoring suggests that monitoring may be defined differently depending upon whom one asks. Indeed, an examination of the literature reveals that monitoring is not usually defined, but rather presented as a list of techniques. For example, Etienne (1995) lists telephone call accounting, keystroke or computer time accounting, cards, and beepers to monitor locations. The list suggests that monitoring includes surveillance, tracking, observation, and recording functions. The United States Office of Technology Assessment (1987) proposed that monitoring is the continuous collection and analysis of management information about work performance and equipment

use. Komaki (1986) defined monitoring simply as the supervisory collection of information about performance. The researcher identified categories of activity that characterize monitoring, namely: work sampling (i.e., direct observation or inspection of work), examination of archival records, self-report (from the monitored worker), and secondary source report. Larson and Callahan (1990) defined monitoring as the gathering of information about the work effectiveness and productivity of individuals, groups, and larger organizational units. Performance monitoring agency theory researchers defined monitoring as the observation of work behaviour as distinct from judgments concerning the outcomes of that behaviours (Conlon & Parks, 1990).

2.6.2. Performance Appraisal and Employee Engagement

Performance appraisal is essentially an opportunity for individual employees and those concerned with their performance, typically line managers, to engage in a dialogue about everyone's performance and development, as well as the support required from the manager (CIPD, 2011). Bacal (1999), defined performance appraisal as the process by which an individual's work performance is assessed and evaluated. It answers the basic question. Goal-setting theory and control theory offers theoretical grounds for postulating employees who benefit from performance appraisal such as prompt feedback ultimately produce higher performance.

In the process of accomplishing goals, feedback plays a guiding role in directing individual workers to follow the behavioural standards and expectations and to pay attention to the aspects of tasks indicated by feedback. In consequence, performance feedback can lead individuals' future goal setting and behaviours to the direction of promoting their

productivity, contributing to higher performance of the organization. In a similar vein, control theory explained that performance feedback reduces the gap between the current level of performance of an individual and the expected standards set by the organization. In case employees' goals are not congruent with those of the broader organization, the organization may not benefit from the contribution of individual workers, which will not be incorporated with the organization's needs. Individuals can attain goals and outcomes valued by the organization through the process of adjusting their understanding of the goals and expected behaviours to the established standards by following the feedback.

Studies have reported findings about performance management and employee engagement. For instance, Favero et al. (2016) examined how internal management efforts including performance feedback provision affect employee engagement and school performance. Su et al. (2019) found a positive link between developmental feedback and employee engagement with evidence of the impacts of contextual factors on the relationship. The relationship between performance feedback and engagement was partially mediated by feedback-seeking behaviours. Similarly, Guo et al. (2014) found that feedbacks are positively associated with job performance and employee engagement. Intrinsic motivation partially mediated the relationship between feedback and job performance. The method of delivering the performance feedbacks also seem to affect the effectiveness of performance feedback. Zheng et al. (2013) examined the relationship between positive and negative performance feedback and employee engagement. It was observed that only the positive way of offering performance feedback was positively related to employee engagement.

On the contrary, the study of Menguc et al. (2012) reported that supervisory support is not significant on the engagement. Zheng et al. (2013) also discover that negative performance

feedback not significantly associated with employee engagement. However, the study of Shuck, Reio, and Rocco (2011) discovered the links between performance and employee engagement among the employees in the technology industry. The results show significant relationship between performance management and employee engagement, while employee engagement was significantly related to both discretionary effort and intention to turnover. Fairlie (2011) investigated the role of meaningful work in engagement and other employee outcomes such as burnout, job satisfaction, organizational commitment, and turnover cognitions and meaningful work characteristics had the strongest relationships with engagement and most other employee outcomes, relative to other work characteristics. In addition, meaningful work characteristics was the strongest unique predictor of engagement. Sardar, Rehman, Yousaf, and Aijaz (2011) investigate the impact of HR practices on employee engagement in banking sector of Pakistan.

The results showed that there is significant relationship among employee engagement and decision making / co-ordination, performance reward systems and employee involvement whereas training and career development and employee performance appraisals are insignificantly related. Vogelgesang, Leroy, and Avolio (2013) examined in a 3-month longitudinal study how leader behavioural integrity relates to individual follower work engagement, and how that relationship, in turn, connects to performance. The findings indicated that followers who rated their leaders as exhibiting more transparent communication, also rated themselves as more engaged in their work role and that their perceptions of leader behavioural integrity mediated that relationship.

CHAPTER THREE

RESEARCH METHODS

3.1 Introduction

In this chapter, the research methods that were used in the study are described. The geographical area where the study was conducted, the study design, and the population and sample are described. The instrument used to collect the data, including methods implemented to maintain the validity and reliability of the instrument are described.

3.2 Research Design

The research design is of crucial importance because it determines the success or failure of the research. The research design guides logical arrangements for the collection and analysis of data so that conclusions may be drawn. Thyer in De Vos and Fouche (1998) defines a research design as a blueprint or detailed plan of how a research study is to be conducted - operationalizing variables so they can be measured, selecting a sample of interest to study, collecting data to be used as a basis for testing hypotheses and analysing the results. This study used quantitative and adopt the survey design.

3.3 Research Population

The research population is the total of the group the researcher wants to study or collect data from (Polit & Hungler, 1999). The research population for this study is the Small and Medium Enterprises in Kumasi in the Ashanti Region. Kumasi is considered the Garden City of Ghana because of its many beautiful species of flowers and plants (Frimpong, 2010). Kumasi was chosen for this study because of its dominance in economic activities. Many

SMEs exist in Kumasi the second largest city in the country. These are the main commercial areas of Kumasi and serve to harbour many organizations. The population is an aggregate or totality of all the objects, subjects, or members that conform to a set of specifications (Polit and Hungler, 1999). In this study, the population was all SMEs in Kumasi. The total number of businesses according to the Ghana Business Directory in Kumasi Metropolis is one thousand (1, 000).

3.4 Sample and Sampling Technique

The sample of any study is the subset of the total population. Data is collected from the sample and inferences are made to the general population from which the sample was drawn. Polansky (1995) defines a sample as a selected group of subjects from a larger group. Sampling is a powerful instrument when undertaking social research. Sampling procedures are used to ascertain how much confidence the researcher can have that information collected could be the same information that can be collected, if everybody in the group had been studied. The main technique that will be used for the study is the convenient sampling technique. Convenient sampling is defined as a method adopted by researchers where they collect market research data from a conveniently available pool of respondents. It is the most used sampling technique as it is incredibly prompt, uncomplicated, and economical. In many cases, members are readily approachable to be a part of the sample. The study used this method to select SMEs for the study.

3.4.1 Sample Size Calculation

The sample size is a term used in research for defining the number of subjects included in a sample. By sample size, we understand a group of subjects that are selected from the general

population and is considered a representative of the real population for that specific study.

To determine the sampling size for this study, the researcher used Slovin's Formula.

Therefore, the sample size for the SMEs was determined using the following formula:

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

Where n = sample size

N = total population

α = margin of error at 0.05

$$\text{Therefore } n = \frac{1000}{1 + 1000(0.05^2)}$$

$$n = \frac{1000}{1 + 1000(0.05^2)} = \frac{1000}{1 + 0.0025} = \frac{1000}{3.5} = 286 \text{ SMEs.}$$

Therefore, 286 small and medium enterprises will be selected for this study.

3.5 Sources of Data

Data is defined by Polit and Hungler (1999) as a piece of information obtained in a course of study. The study made use of both primary and secondary sources of data. The primary data for any study are the data collected first-hand by the researcher for a particular purpose. The primary data for this study will be collected from the employees of the selected SMEs in Kumasi through the use of questionnaires. The secondary source of data is those data that had already been collected not for a particular study but the researcher resorts to such data for his or her study. The secondary data collected for this study will be from the documents of the SMEs

3.6 Data Collection

Primary data for this study will be collected from the employees of the selected SMEs. Questionnaires will be used as data collection instruments. A questionnaire is a printed self-report form designed to elicit information that can be obtained through the written responses of the subjects (Burns & Grove, 1993). The information obtained through a questionnaire is similar to that obtained by an interview, but the questions tend to have less depth (Burns & Grove, 1993). The questionnaires will be administered by the researchers to those employees who could not read and write while those who could read and write will be administered by themselves.

3.7 Pre-Testing of Questionnaire

A pre-test refers to a trial administration of an instrument to identify flaws or errors. When a questionnaire is used as an instrument to gather data, it is necessary to determine whether questions and directions are clear to respondents and whether the respondents understand what is required of them. An informal pilot study was conducted with 35 small and medium enterprises. Conducting a local pilot study allowed the researchers to ask participants for suggestive feedback on the questionnaire and helped eliminate author bias.

3.8 Reliability and Validity

The study used a standardized questionnaire with close-ended questions for the data collection. A structured questionnaire with both open and close-ended questions was administered directly to employees for them to fill in data. The open-ended questionnaires were used in the area where there was a need for detailed information, while a close-ended

questionnaire was employed in the area where there was a need for selection among given answers.

Part I of the questionnaire consisted of items measuring the performance management among the small and medium enterprises in Kumasi Metropolis. Performance management was measured with performance goal setting, performance monitoring, and performance appraisal. Performance goal setting was measured with eight (8) items; performance monitoring was measured with seven (7) items and performance appraisal with eight (8) items. So in all, 23 items were used for performance management of the small and medium enterprises. All the twenty-three (23) items were measured on a 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly disagree.

The highest possible score for performance goal setting was 40 and the least possible score was 8. The highest possible score for performance monitoring was 35 and the lowest possible score was 7. The highest possible score for performance appraisal was 40 and the least possible score was 8. Higher scores indicate a high level of performance management, and lower scores indicate low levels of performance management in a particular domain.

Part II of the questionnaire consisted of six (6) items measuring employee engagement in small and medium enterprises. The highest possible score for employee engagement was 30 and the least possible score was 6. Higher scores indicate a high level of employee engagement, and lower scores indicate low levels of employee engagement. All the six (6) items were measured on a 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly disagree.

Finally, the last part was the business and demographic profile. The instruments were put together to make one complete questionnaire and were pilot tested. The pilot study conducted showed that the adapted scales have high internal consistency as shown in Table 3.7.

Table 3.7: Internal Consistency of The Scales

Scales	No. of Items	Total Cronbach Alpha
Performance Goal Setting	8	0.869
Performance Monitoring	8	0.887
Performance Appraisal	7	0.865
Employee Engagement	6	0.792

The acceptable level of internal consistency of a test or measurement instrument ranges from 0.75 – 0.90 (Tavakol & Dennik, 2011). Table 3.5. shows that the scales have high internal consistency ranging from 0. 792 – 0.887. The scales, therefore, are qualified to be used for the main study.

3.9 Ethical Consideration

The primary ethical anxiety was that the privacy of the respondents would be protected. The researcher will not provide a space for respondents/organizations to provide their names or any sort of identification. This will ensure a more relaxing environment for the participants to give responses without restraint. The researcher, on top of the questionnaire, will explain the study to the respondents to overcome their reservations about providing sensitive and

confidential information. Respondents will be assured of the privacy of their information, and that their identities would not be revealed. It will also make clear that their contribution will be voluntary, and they will have full authority to refuse or to withdraw at any point in time if they change their mind about participating. The purpose of the study and the expected outcome of the interview will be explained by the researcher to the respondents before giving them the questionnaires. Employees from each organisation, randomly selected, will be provided with the questionnaire, and given time to complete it. The researcher will present and collect the questionnaires immediately after. The participants gave their consent to ask any questions and clarify any sort of ambiguity concerning the wording and structuring of the questionnaire before they answer it, reducing the chance of faulty responses by giving the participants a comprehensive understanding of the study and its purpose.

3.10 Data Analysis

Data analysis is the science of examining raw data to conclude a piece of information (Rouse, 1999). The data collected from the respondents will be sorted and edited for analysis. The questionnaires will be organised and classified according to the patterns given by the respondents and the responses from the questionnaires will be organised in line with the research questions. Both descriptive and inferential statistics will be used in the analysis of the data. A descriptive design may be used to develop theory, identify problems with current practice, justify the current practice, make judgments, or determine what others in similar situations are doing (Waltz & Bausell, 1981). The purpose of a descriptive design is to provide the perceptions and views of the respondents about the phenomenon studied (Burns & Grove, 1993). Descriptive statistics included frequencies and percentages. The analysed

data will be summarised and findings will be reported as a description of the total population of the study. In this descriptive analysis, data retrieved will be presented in the form of frequencies and percentages as well as graphs. Multiple regression will be also conducted as an inferential statistical technique. This will be done with the help of Statistical Package for Social Sciences (SPSS) version 20.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION.

4.1 Introduction

This chapter presents the analysis of collected data from employees of SMEs through one hundred and forty-seven (147) self-administered copies of the questionnaire. The findings were presented with the help of tables and figures to complement the interpretation of data collection. The data were analyzed with descriptive statistics using the SPSS, version 23. The chapter presents details as highlighted in the research objectives and questions. Three hypotheses were tested:

H₁: there is no significant relationship between performance goal setting and employee engagement among the SMEs in Kumasi.

H₂: there is no significant relationship between performance monitoring and employee engagement among the SMEs in Kumasi.

H₃: there is no significant relationship between performance appraisal and employee engagement among SMEs in Kumasi

4.2 Demographic Characteristics of Respondents

Relevant demographic characteristics of the respondents have been carefully analysed and discussed.

4.2.1. Gender of the respondents

Table 4.1.1. shows that 93(63.3%) of the respondents are male while 54(36.7%) of the respondents are female. This implies that the majority of respondents are males. Table 4.1.1. presents the gender of the respondents.

Table 4.1.1 Gender of the respondents.

Gender	Frequency	Percentages
Male	93	63.3
Female	54	36.7
Total	147	100

Source: Fieldwork survey, 2022.

Table 4.1.2. shows that 65(44.2%) of the respondents were single, 70(47.6%) of the respondents were married while 10(6.8%) of the respondents were divorced and only 2(1.4%) of the respondents were widows/widowers. This means that majority of the respondents were married. Table 4.1.2. presents the Civil Status of the respondents

Table 4.1.2. Civil Status of the respondents

Civil Status	Frequency	Percentages
Single	65	44.2
Married	70	47.6
Divorced	10	6.8
Widow/widower	2	1.4
Total	147	100

Source: Fieldwork survey, 2022

Table 4.1.3 shows that 47(32.0%) of the respondents have educated themselves in primary-JHS, 18(12.2%) of the respondents have educated themselves up to SHS/Technical, 16(10.9%) of the respondents have educated themselves to HND/Diploma, 29(19.7%) of the respondents has educated themselves to first Degree, 20(13.6%) of the respondents have educated themselves to Master' Degree and lastly, 17(11.6%) of the respondents have

educated themselves to Doctorate Degree. This means that majority of the respondents are Primary/JHS graduates. Table 4.1.3 presents the educational background of the respondents

Table 4.1.3. Educational Background of the respondents

Education background	Frequency	Percentages
Primary-JHS	47	32.0
SHS/Technical	18	12.2
HND/Diploma	16	10.9
First Degree	29	19.7
Master’s Degree	20	13.6
Doctorate Degree	17	11.6
Total	147	100

Source: Fieldwork survey, 2022

Table 4.1.4. shows that 42(28.6%) of the respondents affirmed that they have worked in the organization under study for less than 2 years, and 46(31.3%) of the respondents affirmed that they have worked in the organization under study between 2 to 5 years, 26(17.7%) of the respondents affirmed that they have worked in the organization under study between 6 to 9 years and lately 26(17.7%) of the respondents affirmed that they have worked in the organization under study for 10 years and above. Table 4.1.4 presents the number of years the respondents have worked in the organization.

Table 4.1.4: Number of years the respondents have worked in the organization.

	Frequency	Percentages
Less than 2 years	42	28.6
2-5 years	46	31.3
6-9 years	33	22.4
10 years and above	26	17.7
Total	147	100

Source: Fieldwork survey, 2022

Table 4.1.5 shows that 65(44.2%) of the respondents confirm that they are owner-managers, 29(19.7%) of the respondents confirm that they are managers and lately 53(36.1%) of the respondents confirm that they are employees. Table 4.1.5 presents the current position in the organization

Table 4.1.5: The current position in the organization

	Frequency	Percentages
Owner-Manager	65	44.2
Manager	29	19.7
Employee	53	36.1
Total	147	100

Source: Fieldwork survey, 2022

4.3 Business Profile

Table 4.2.1. shows that 2(1.4%) of the respondents confirm that the nature of business is manufacturing business, 67(45.6%) of the respondents confirm that the nature of business is Agribusiness, 56(38.1%) of the respondents confirm that the nature of business is service business and lately 56(38.1%) of the respondents confirm that the nature of business is construction business. Table 4.2.1 presents the Nature of Business.

Table 4.2.1. The Nature of Business

	Frequency	Percentages
Manufacturing Business	2	1.4
Agribusiness	67	45.6
Service Business	56	38.1%
Construction Business	22	15.0
Total	147	100

Source: Fieldwork survey, 2022

Table 4.2.2. shows that 14(9.5%) of the respondents indicated that the number of years the company has been in operation since its establishment is less than 2 years, and 32(21.8%) of the respondents indicated that the number of years the company has been in operation since its establishment between 2-5 years. 57(38.8%) of the respondents indicated that the number of years the company has been in operation since its establishment is between 6-9 years and lately 44(29.9%) of the respondents indicated that the number of years the company has been in operation since its establishment between 2-5 years. Table 4.2.2 presents the number of years the company has been in operation.

Table 4.2.2: The number of years the company has been in operation

	Frequency	Percentages
Less than 2 years	14	9.5
2-5 years	32	21.8
6-9 years	57	38.8
10 years and above	44	29.9
Total	147	100

Source: Fieldwork survey, 2022

Table 4.2.3 shows that 14(9.5%) of the respondents indicated that the number of employees in the organization was between 6-29 workers while 32(21.8%) of the respondents indicated that the number of employees in the organization was between 30-99 workers. Table 4.2.3 presents the number of employees in the organization.

Table 4.2.3 The number of employees in the organization.

	Frequency	Percentages
6-29	14	9.5
30-99	32	21.8
Total	147	100

Source: Fieldwork survey, 2022

Table 4.2.3 shows that 23(15.6%) of the respondents indicated that the net profit of the organization last year was below 1000 GH, 3(2.0%) of the respondents indicated that the net profit of the organization last year was between 1001-5000GH, 22(15.0%) of the respondents indicated that the net profit of the organization last year was between 5001-10000GH, 91(61.9%) of the respondents indicated that the net profit of the organization last year was between 10000-15000GH and lastly 8(5.4%) of the respondents indicated that the net profit of the organization last year was above 15000GH. Table 4.2.3 presents the analysis of the net profit of the organization last year

Table 4.2.4 Analysis of the net profit of the organization last year

	Frequency	Percentages
Below 1000 GH	23	15.6
1001-5000 GH	3	2.0
5001-10000 GH	22	15.0
10000-15000 GH	91	61.9
Above 15, 000GH	8	5.4
Total	147	100

Source: Fieldwork survey, 2022

Table 4.2.4 shows that 23(15.6%) of the respondents indicated that the total sales of the organization last year were below 5000 GH, 29(19.7%) of the respondents indicated that the total sales of the organization last year were between 5001-15000GH, 15(10.2%) of the respondents indicated that the total sales of the organization last year was between 15001-25000GH, 54(36.7%) of the respondents indicated that the total sales of the organization last year was between 25000-35000GH and lastly 26(17.7%) of the respondents indicated that the total sales of the organization last year was above 35000GH. Table 4.2.3 presents the analysis of the total sales of the organization last year

Table 4.2.5: Analysis of the total sales of the organization last year

	Frequency	Percentages
Below 5000 GH	23	15.6
5001-15000 GH	29	19.7
15001-25 0000 GH	15	10.2
25 001-35 000 GH	54	36.7
Above 35, 000GH	26	17.7
Total	147	100

Source: Fieldwork survey, 2022

4.4 Respondents' Assessment of Performance Management

. Table 4.3.2. shows the assessment of performance goal setting among the SMEs in Kumasi. I know my goals in the organization as an employee were ranked first with (M:3.4354, SD:1.2824) while I have the needed resources to meet my performance goals was ranked second with (M:3.1487, SD:1.5321). I understand the role of the goal-setting in my performance was ranked third with (M:3.0245, SD:0.9852). My goals are challenging to help me give my best was ranked fourth with (M:2.7279, SD:1.0762) also I had an opportunity to share where I wanted to develop my professional goals was ranked fifth with (M:2.7075, SD:1.2.5.) while I understand the role of goal setting in the organization output was ranked sixth (M:2.6358, SD:1.2150). lately, I have professional goal-setting sessions with my supervisor every year was ranked seventh (M:2.2458, SD:1.0024), and also I have a voice in my performance goal-setting sessions was ranked eighth (M:2.1268, SD:1.8693).

Table 4.3.1 Respondents' assessment of their performance goal setting

Statements	Means	SD	Rank
I know my goals in the organization as an employee	3.4354	1.2824	1 st
I have the needed resources to meet my performance goals	3.1487	1.5321	2 nd
I understand the role of the goal-setting in my performance	3.0245	0.9852	3 rd
My goals are challenging to help me give my best	2.7279	1.0762	4 th
I had an opportunity to share where I wanted to develop my professional goals	2.7075	1.2050	5 th
I understand the role of goal setting in the organization's output	2.6358	1.2150	6 th
I have professional goal-setting sessions with my supervisor every year	2.2458	1.0024	7 th
I have a voice in my performance goal-setting sessions	2.1268	1.8693	8 th

Source: Fieldwork survey, 2022

4.5 Assessment of performance monitoring among SMEs in Kumasi.

Table 4.3.1. shows how the activities are taken concerning performance monitoring. The table shows 1-Strongly disagree, 2-Disagree, 3-Neither Agreed nor Disagreed, 4-Agree, and 5- Strongly Agree. Table 4.3 seek to analysis the Influence of performance monitoring/facilitation on the employee engagement among the SMEs in Kumasi. The respondents indicated that the influence of performance monitoring/facilitation on the employee engagement among the SMEs in Kumasi was My manager frequently inspects my work output was ranked first with (M:3.0000, SD: 1.20501). I have to time in and time out for my daily attendance was ranked second with (M:2.8503 SD; 1.4399). The respondents again showed that My organization frequently requests us to update our records with the human resource office ranked third with (M: 3.4150, SD:1.13381). Management presents

monthly attendance summary to employees was ranked fourth with (M: 3.544. SD:.98781), Management requires us to keep records of our daily work activity was ranked fifth with (M:2.7415, SD: 1.15917).

Lately, the respondents indicated that the company establishes a proper progress monitoring system for employees was ranked sixth (M: 2.8571, SD: 1.37492) and lately My organization conducts performance assessments regularly was ranked seventh with (M: 2.5578, SD:1.15349)

Table 4.3.2 Respondents’ assessment of the performance monitoring

Statement	1	2	3	4	5	Total	Descriptive Statistics			Rank
	F	F	F	F	F		Mean	Mode	STD D	
My manager frequently inspects my work output	20	33	34	47	13	147	3.0000	1.00	1.20501	1 st
I have to time in and time out for my daily attendance	32	39	24	23	29	147	2.8503	1.00	1.4399	2 nd
My organization frequently requests us to update our records with the human resource office	13	14	42	55	23	147	3.4150	1.00	1.13381	3 rd
Management presents monthly attendance summary to employees	13	0	42	78	14	147	3.544.	1.00	.98781	4 th
Management requires us to keep records of our daily work activity	32	26	37	52	0	147	2.7415	1.00	1.15917	5 th
The company establishes a proper progress monitoring system for employees	35	31	15	52	14	147	2.8571	1.00	1.37492	6 th
My organization conducts performance assessments regularly	32	40	44	23	8	147	2.5578	1.00	1.15349	7 th

Source: Fieldwork survey, 2022

4.6 Performance Management and Employee Engagement of the SMEs in Kumasi

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.857 ^a	.735	.729	.26566	1.536

a. Predictors: (Constant), Performance Appraisal, Performance Goal Setting, performance Monitoring

b. Dependent Variable: Employee Engagement

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	27.948	3	9.316	131.999	.000 ^b
	Residual	10.092	143	.071		
	Total	38.040	146			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Performance Appraisal, Performance Agreement, performance Monitoring

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
		B	Std. Error	Beta			VIF
1	(Constant)	.141	.164		.858	.392	
	Performance Agreement	.414	.056	.496	7.460	.000	2.379
	Performance Monitoring	.706	.119	.537	5.913	.000	2.445
	Performance Appraisal	-.203	.070	-.196	-2.900	.004	2.453

a. Dependent Variable: Employee Engagement

The results of the model testing are provided in Table 2. The overall model was found to be significant [$F(3,143) = 131.999, p < .001$], accounting for 73.5% variance ($R^2 = .735$) in the employee's engagement. As shown in Table 4.5, all the variables for Performance Management (i.e., performance agreement, performance monitoring, performance appraisal) significantly predicted employee engagement among the SMEs. Specifically, employee engagement was significantly improved by performance agreement ($\beta = .496, t = 7.460, p < .001$), performance monitoring ($\beta = .537, t = 5.913, p < .05$), performance appraisal ($\beta = -.196, t = -2.900, p < .05$). These findings support all the hypotheses $H_1, H_2, and H_3$. Table 4.5. presents Performance Management as a predictor of Employee Engagement.

Table 4.5 Performance Management as predictors of Employee Engagement

Step		B	SE	B	T	P
1	Performance Agreement	.414	.056	.469	7.460	.000
	Performance Monitoring	.706	.119	.537	5.913	.000
	Performance Appraisal	-.203	.070	-.196	-2.900	.004
Step 2:		$R^2 = .735,$	$F(3, 143) = 131.999, p < .001$			

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATION

5.1 Introduction

This chapter analyzes the findings of the research work and presents the conclusion, recommendations, and suggestions for further study.

5.2 Summary of Findings

The research was conducted on the land of Kumasi, and the employees of the selected SMEs were used as the population of the study. The research work focuses on investigating the influence of performance management on employee engagement among Small and Medium enterprises in Kumasi. The study had three main objectives: the first objective was to assess the impact of Performance agreement/goal setting on the employee engagement among the SMEs in Kumasi., and the second objective was to investigate the influence of performance monitoring/facilitation on the employee engagement among the SMEs in Kumasi, the third objective was to analyses the effect of performance appraisal and feedback on the employee to SME's in Kumasi and lastly the objective was to investigate the impact of employee characteristics on the performance management and employee engagement. The study used a sample size of 147 employees of SMEs. The research instrument that the researcher used was a questionnaire. The questionnaire was self-administered by the researcher. The research used sample random sampling.

The study found out that the majority of the respondents indicated that the net profit of the organization last year was between 10000-15000GH, the impact of Performance agreement/goal setting on the employee engagement among the SMEs in Kumasi. I know

my goals in the organization as an employee were ranked first with (M:3.4354, SD:1.2824) while I have the needed resources to meet my performance goals was ranked second with (M:3.1487, SD:1.5321). I understand the role of the goal-setting in my performance was ranked third with (M:3.0245, SD:0.9852).

They found out that the influence of performance monitoring/facilitation on the employee engagement among the SMEs in Kumasi was My manager frequently inspects my work output was ranked first with (M:3.0000, SD: 1.20501). I have to time in and time out for my daily attendance was ranked second with (M:2.8503 SD; 1.4399). The respondents again showed that My organization frequently requests us to update our records with the human resource office was ranked third with (M: 3.4150, SD:1.13381).

The study again found the model generally was well fitted since the explained variation between employee Performance Appraisal and Feedback and Employee performance as indicated in the study. The correlation carried out in the study below further corroborates the fitness of the model. The significance value for the respective independent variables all assumed values less than the standard 0.05. Specifically, it can be seen from the study that Performance Appraisal and Employee performance had a positive correlation of .390.

Lastly, the study found out that there was a significant difference between the employee characteristics on the performance management and employee engagement of SMEs employees". The analysis also showed that there was a positive difference between employee characteristics in the performance management and employee engagement

5.3 Conclusion of the Study

In conclusion, Buchner (2007) suggests that contemporary economic challenges have led organizations to try to improve results by increasing their attention on performance management. However, as outlined in this paper, achieving the distal outcome of enhanced performance through the performance management process may be best achieved by targeting the more proximal outcome of employee engagement.

Mone and London (2010) suggest that “performance management, effectively applied, will help you to create and sustain high levels of employee engagement, which leads to higher levels of performance” (p. 227). The effective application of performance management processes may foster employee engagement and produce high levels of performance. There currently exists very little conceptual and empirical work on how the performance management process can enhance performance by fostering employee engagement. A significant new development in the performance management literature. It also represents a significant development in the literature on engagement by presenting a coherent model and process for promoting the engagement of employees that goes beyond the use of engagement surveys that focus on aggregate levels of psychological engagement as self-reported by employees.

Additionally, research on the interactive effects of these elements would shed light on which ones are most potent, for which employees, and under which circumstances. It would also be encouraging if the application of these ideas resulted in employees being more satisfied with their organizations' performance management processes and if this promoted other outcomes such as job satisfaction and organizational commitment. We await future studies

that explore the linkages in our model and the relationship between employee engagement and job performance.

5.4 Recommendations of the Study.

The study makes the following recommendations.

- SME managers should emphasize investing in strategies that will promote employee well-being and provide safe working conditions to realize the benefits of having an engaged workforce to enhance productivity.
- SME managers, through HR policy crafting and implementation, are in a good position to positively influence the employee engagement levels in the organisation, to increase productivity.
- Managers should emphasize creating an inclusive workplace culture, whereby employees are treated as though they belong to the organization. SMEs management should design policies that will enable them to measure employee engagement levels to sustain the organization through continuous improvement efforts.
- Employee engagement was found to positively influence productivity at SMEs. Employee engagement has also been acknowledged as key to an organization's competitive advantage.
- Management is to ensure that employees are conversant with the organization's vision and mission because an understanding of the organization's objectives will ensure alignment between the organization and its employees. When employees are aligned with the organization's goals, they become engaged.

- Top management should demonstrate trust in their operational managers and eliminate the element of leading by fear. This will promote commitment in the organization and enable managers to establish clear goals as well as craft and execute strategies to improve organizational performance.

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APPENDIX

CHRISTIAN SERVICE UNIVERSITY COLLEGE

Dear Sir/Madam,

We, students at CHRISTIAN SERVICE UNIVERSITY COLLEGE, currently conducting research entitled:

**“INFLUENCE OF PERFORMANCE MANAGEMENT ON EMPLOYEE
ENGAGEMENT: THE CASE OF SMALL AND MEDIUM ENTERPRISES IN
KUMASI, GHANA”**

We humbly request you to be one of the participants in the study. We assure you that your responses will be kept confidential and will be used solely for research and educational purposes.

Thank you very much.

Part I:

Please indicate the extent to which you agree or disagree with each of the following statements by checking only one number,

5 = Strongly Agreed 4 = Agreed 3 = Neither Agreed nor Disagreed,
2 = Disagreed 1 = Strongly Disagreed.

PROFESSIONAL GOAL-SETTING						
1	I have professional goal-setting sessions with my supervisor every year	5	4	3	2	1
2	I have a voice in my performance goal setting sessions	5	4	3	2	1
3	I understand the role of the goal-setting in my performance	5	4	3	2	1
4	I understand the role of goal setting in the organization's output	5	4	3	2	1
5	I know my goals in the organization as an employee	5	4	3	2	1
6	My goals are challenging to help me give my best	5	4	3	2	1
7	I have the needed resources to meet my performance goals	5	4	3	2	1
8	I had an opportunity to share where I wanted to develop my professional Goals	5	4	3	2	1
Performance Monitoring						
1	My manager frequently inspects my work output	5	4	3	2	1
2	I have to time in and time out for my daily attendance	5	4	3	2	1

3	My organization frequently requests us to update our records with the human resource office	5	4	3	2	1
4	Management presents monthly attendance summary to employees	5	4	3	2	1
5	Management requires us to keep records of our daily work activity	5	4	3	2	1
6	The company establishes a proper progress monitoring system for employees	5	4	3	2	1
7	My organization conducts performance assessments regularly	5	4	3	2	1
PERFORMANCE APPRAISAL						
1	My manager discusses the mechanism of my performance appraisal with me at the beginning of the year	5	4	3	2	1
2	My manager provides honest performance feedback	5	4	3	2	1
3	My manager provides performance feedback on time	5	4	3	2	1
4	My organization has an effective appraisal system	5	4	3	2	1
5	My organization's performance appraisal process is embedded in our wider organizational culture	5	4	3	2	1
6	My manager gives informal performance feedback constantly.	5	4	3	2	1
7	My managers get motivated to conduct effective appraisal	5	4	3	2	1
8	The result of our performance is directly linked to improving work performance.	5	4	3	2	1

Part II: Please indicate the extent to which you agree or disagree with each of the following statements by checking only one number,

5 = Strongly Agreed

4 = Agreed

3 = Neither Agreed nor Disagreed,

2 = Disagreed

1 = Strongly Disagreed.

EMPLOYEE ENGAGEMENT					
Even if I were offered a comparable position with similar pay and benefits at another company, I would stay at my present organization.	5	4	3	2	1
Considering everything, my organization is the right place for me.	5	4	3	2	1
I am proud to work for my organization	5	4	3	2	1
I would recommend my organization as a great place to work	5	4	3	2	1
I am motivated to go “above and beyond” what is expected of me in my job	5	4	3	2	1
I am willing to put in a great deal of effort beyond what is normally expected to help my organization succeed.	5	4	3	2	1

Part II:

ORGANIZATIONAL PERFORMANCE

What was the total sale of your organization last year? _____

What was the total sale of your organization last year?

- Below 5000 gh
- 5001 – 15, 000 gh
- 15, 001 – 25, 000 gh
- 25, 001 – 35, 000 gh
- Above 35, 000

What was the net profit of your organization last year? _____

What was the net profit of your organization last year?

- [] Below 1000 gh
- [] 1001 – 5, 000 gh
- [] 5, 001 – 10, 000 gh
- [] 10, 001 – 15, 000 gh
- [] Above 15, 000 gh

PART III: This part assesses your Business Profile

1. The number of employees in your organization

6 - 29 30 – 99

2. How long has your company been in operations since its establishment

Less than 2 years 2 – 5years
 6 – 9 years 10years and above

3. What is the nature of your business?

Manufacturing Business Agribusiness
 Service Business Construction Business

PART III: This part assesses your Demographic Profile

1. What is your current position in the organization?

Owner-manager Manager Employee

2. Gender

Male Female

3. Age

How old are you? _____

4. Marital Status

Single Married Divorced Widow/widower

5. Educational status

Primary-JHS SHS/Technical HND/Diploma
 First Degree Master's Degree Doctorate Degree

6. How many years have you worked with the company?

less than 2 years 2 – 5 years 6 – 9 years
 10years and above