Perceptions of employers and employees towards performance appraisal in Ghanaian Technical Universities/Polytechnics

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Abstract – This research investigates the perception of both management and employees towards performance appraisal in Technical Universities/Polytechnics in northern Ghana. Performance appraisal is an annual activity and a critical ingredient for accomplishing organizational strategic goals. It enables institutions to compare performance with set targets and exposes the strengths and weaknesses of employees. It influences employees to upgrade their skills and knowledge, and aids management in formulating training and development strategies and in some cases to readjust targets deemed unrealistic. The study involved 120 respondents. The results were analyzed with the Statistical Package for Social Sciences (SPSS). The study revealed that performance appraisal is invaluable in achieving an institution's strategic objectives. The promotion of academic and non-academic staff should be contingent upon performance appraisal results alongside further education and publications. Study leave approval should also be based on performance appraisal results.

Keywords: performance appraisal, management, motivation, training, development, promotion, strategic objectives,

1. Background

Performance management (PM) is the process that enables an organization to "evaluate and improve continuously individual, subsidiary unit and corporate performance against clearly defined, pre-set objectives" [1]. Organizations are more likely to evaluate employee performance based on corporate goals and standards [2]. It is on the basis of performance management that organizational resources are distributed to business units and individuals. PM is instrumental for career planning and development [3]; [4]; [5] since individual weaknesses and shortcomings are brought to light in the course of their work performance. Organizations are also able to draw up corrective action plans to help bridge individual performance gaps. The fundamental purpose of PM is to ensure that employees act in accordance with corporate interests [3]; [6]; [1].

[6]Indicated that performance appraisal is a periodic formal evaluation and rating of individuals usually by their superiors. It is a management tool for leveraging employee input into the attainment of organizational goals and objectives. Employee's performance is critical to the growth, development, and sustenance of any productive organization. Performance appraisal exposes the strengths and weaknesses of employees which may form the basis for commendations, training, and development. Employees feel motivated when their efforts are recognized and appreciated. Succinctly, [7] related the importance attached to performance appraisal that "everybody wants regular and detailed information on how they are doing and what the boss thinks good or bad. An investigation into the perception of employers and employees towards performance appraisal in Ghanaian Technical Universities/Polytechnics is imperative in developing a comprehensive, universal and principled appraisal system that will engender higher performance.

Key words: Evaluation, corporate goals, career planning

2. Theoretical Review

Appraisal seems to be both inevitable and universal. In the absence of a carefully structured system of appraisal, people will tend to judge the work performance of others, including subordinates, naturally, informally and arbitrarily. In the view of [8], performance appraisal is a critical element in the performance management process

but it is the performance management process itself. Performance appraisal is a sub-set of performance management and relates to the formal process of assessing and measuring employee performance against agreed objectives. Formal appraisal takes place regularly, usually annually, although it can occur more often. Performance appraisal invokes a variety of employee responses, from a feeling that it is 'a waste of time' to feeling that 'I want to know how well I am doing'.

Thus, the human inclination to judge can create serious motivational, ethical and legal problems in the workplace. Without a structured appraisal system, there is little chance of ensuring that the judgments made will be lawful, fair, defensible, and accurate. One of the objectives for using a performance appraisal system is to determine which employee should be promoted, demoted, transferred or have their appointment terminated or dismissed. Other related functions of performance appraisal could be that an organization may use the results from a performance appraisal to determine who needs formal training and development opportunities. Such opportunities may be used as a reward for individuals whose appraisals were positive. The performance appraisal system is a force to reckon with in accomplishing the overall goals and objectives of the institution. Productivity can be achieved when workers of the institution have the requisite skills and ability to discharge their duties. It is presumed that the workers all have talents and abilities to be able to perform their duties in their respective fields of employment. However, with the dynamic nature of the work environment and the development of technology, it is important to identify occasionally whether workers are able to still perform competently with the emergence of technology

According to [9], 'performance is a multi-dimensional construct, the measurement of which varies depending on a variety of factors.' They also stated that it is important to determine whether the measurement is to assess performance outcomes or behavior. There are different views on what performance is. It can be regarded as simply the record of outcomes achieved. On an individual basis, it is a record of the person's accomplishment.[10], argues that performance 'is something that the person leaves behind and that exists apart from the purpose.' [11] are concerned that: 'performance should be defined as the outcomes of work because they provide the strongest linkage to the strategic goals of the organization, customer satisfaction, and economic contributions.' This refers to outputs/outcomes (accomplishment) but also states that performance is about the results achieved.

Furthermore, performance could, therefore, be regarded as behavior – the way in which organizations, teams, and individuals, get work done. [12] Believes that 'performance is behavior and should be distinguished from the outcomes because they can be contaminated by systems factors. 'Performance appraisal is a critical element in the performance management process. It relates to the formal process of assessing and measuring employee performance against agreed objectives. Formal appraisal takes place regularly, usually annually, although it can occur more often. According to [13], performance appraisal measures should relate to strategic goals, focus on outputs, indicate the evidence that is available as the basis for measurement and provide a sound basis for feedback. In the view of [8], performance appraisal is a critical element in the performance management process but it is not the performance management process itself. Performance appraisal is a sub-set of performance management and relates to the formal process of assessing and measuring employee performance against agreed objectives.The human inclination to judge can create serious motivational, ethical and legal problems in the workplace. Without a structured appraisal system, there is little chance of ensuring that the judgments made will be lawful, fair, defensible and accurate.

Performance appraisal systems began as simple methods of income justification. That is, appraisal was used to decide whether or not the salary or wage of an individual employee was justified. Little consideration, if any, was given to the developmental possibilities of appraisal. It was felt that a cut in pay, or a rise, should provide the only required impetus for an employee to either improve or continue to perform well. Sometimes this basic system succeeded in getting the results that were intended; but more often than not, it failed. For example, early motivational researchers were aware that different people with roughly equal work abilities could be paid the same amount of money and yet have quite different levels of motivation and performance.

These observations were confirmed in and empirical studies. Pay rates were important, yes; but they were not the only element that had an impact on employee performance. It was found that other issues, such as morale and self-esteem, could also have a major influence. According to

[14] Perceived reality, not actual reality, is the key to understanding behavior. How we perceived others and ourselves is at the root of our actions and intentions. Understanding the perceptual process and being aware of its complexities is essential for developing insight into managing others. The power of the perceptual process in guiding our behavior needs to be unpacked and understood for effective relationships with others.

In the work situation, the process of perception can influence a manager's relationship with other staff. A manager's perception of the workforce will influence attitudes in dealing with people and the style of managerial behavior adopted. The way in which managers approach the performance of their jobs and the behavior they display towards subordinate staff are likely to be conditioned by predispositions about people, human nature and work. In making judgments about other people it is important to try to perceive their underlying intent and motivation, not just the resultant behavior or actions. The perception of people's performance can be affected by the organization of stimuli. In an employment interview, for instance, interviewers are susceptible to contrast effects and the perception of a candidate is influenced by the rating given to immediately preceding candidates. Average candidates may be rated highly if they follow people with low qualifications, but rated lower when following people with higher qualifications. Most institutions of high learning such as the Technical Universities/ Polytechnics have formulated strategic plans, missions, and visions that direct their educational systems.The major players who oversee the success of the big dreams of these institutions are the academic and non-academic staff (administrative). The academic staffs are those whose responsibilities are to teach and conduct research in their respective areas of specialization so that they can broaden their scope of the horizon.

Unlike the teaching staff, the administrative staffs is charged with the responsibility of providing administrative work and handling of finances of the institution complements the work of the academic staff. The administrative staffs help to provide and maintain a good atmosphere for effective and efficient teaching and learning. Within a working environment that consists of different workgroups, it is important to put a system in place that controls the individuals within the workgroups. Performance appraisal is thought of as an effective system that, when implemented helps to monitor, control and evaluate performances of employees. Employees' performance cannot be determined without an effective performance appraisal system. Employees will pretend to be working while employers will also pretend to be satisfied just because employees are seen busy with their jobs. It is as a result of this pretends that an investigation into the perception of both management and employees about performance appraisal becomes necessary.Technical Universities/ Polytechnics, though newly converted, would have to develop an effective formal performance appraisal system as a tool for evaluating the output of workers.

Key words: Satisfaction, termination, dismissal, productivity, multi-dimensional construct, perception, working environment, measurement

3. Methodology

The descriptive survey method was adopted in conducting the study. The research design was quantitative research. Both Primary and Secondary data sources were used. The population was drawn from the Technical Universities/ Polytechnic consisting of academic and administrative staff. The purposive or judgmental sampling was used in the study. The instrument used for the collection of data for the study was mainly questionnaire. Documentary data was obtained from the personnel unit of the selected Technical Universities /Polytechnics. The researcher, from one department to the other, distributed the questionnaire personally. In all, four weeks were spent for administration and retrieval of questionnaires. The data gathered was edited for consistency of the responses. A master list of the key responses of the open-ended items was prepared. Codes were assigned to each of the items on the questionnaire; the codes assigned to the various items were defined. The various items were then entered into the computer one after the other. This was done using the Statistical Package for Social Sciences(SPSS). After the data entry, the software was used to come out with the simple percentage frequency tables and figures of all the responses. The tables and figures were then printed out for further analysis and interpretation.

4. Results and Discussion

This study was aimed at determining the perceptions of the employer and the employees about performance appraisal in the Technical Universities/Polytechnic in Ghana. The chapter analyses data obtained from

questionnaire administered. Simple percentages have been used in analyzing data obtained and presented as tabular form.

4.1 Respondents bio-information

This section presents an analysis of data on the personal information of respondents as illustrated in Table 1. This includes gender, the age distribution of respondents, their educational qualifications and the categories to which they belong in their roles as Administrative staff. The others are a number of years respondents have served in the Polytechnic. These variables were considered in the study because there is a strong association or correlation between them and the subject under investigation (perception)

Table 1: Biographic Statistics of Respondents

Gender	F	%	Age Rang	Freq.		Qualification		%	Category		%	Duration	Freq.	%
Male	88	73	20-30	17	14	MLSC	-	-	Senior Members	45	37.5	1-5	11	9.2
Female	32	27	31-40	28	23	SSCE	-	-	Senior Staff	53	44.2	6-10	17	13.3
			41-50	49	41	Certificate	-	-	Junior Staff	22	18.3	11-15	44	36.7
			51-60	19	16	Diploma	15	12				16-20	24	20
			60+	7	6	HND	18	15				21-25	17	15
						Bachelor	22	18.3				26-30	7	5.8
						MSC,MPhil&MA	43	35.8						
						PhD	8	6.7						
						Professor	5	4.7						
						Professional	9	7.5						
TOTAL	**120**	**100**		**120**	**100**		**120**	**100**			**100**		**120**	**100**

Source: Researchers' fieldwork, 2017.

Table 2 encapsulates the biographic statistics of the respondents. Out of the total number of 120 respondents engaged in the study, 73% were males while 27% were females. Thus the males dominated the females. In terms of their age range, 14% ages ranged from 20-30, 23% ages ranged from 31-40, 41% ages ranged from 41-50, 10 and 6% ages ranged from 51-60 while 6% had their ages ranged from 60 and above. On respondents' qualifications, 12%, 15%, 18.3%, 35.8%, 6.7%, 4.7% and 7.5% were Diploma, HND. Bachelor, (MSC, MPhil, MBA, and MA), Ph.D., Professor and professional degree holders respectively while there were no holders of MLSC, SSCE, and Certificate. Further, on respondents' categories, 44.2% were senior members, 37.5% were senior staff while 18.3% were the junior staff. Finally, on the employment duration of the respondents ranging from the least to the highest, 9.2% served between 1-5 years,

13.3% served between 6-10 years, 36.7% had their employment duration ranged from 11-15 years, 20% had theirs ranged from 16-20 years, 15% worked for a period ranging from 21-25 years while 5.8% served between 26-30 years. Judging perspicaciously from this analysis, the respondents are mature, qualified and experienced (49%, 43%, 44.2% and 36. % respectively and has a tremendous influence on their perception.

4.2 The Existence of Performance Appraisal (PA)

A question which was sought to find out about the awareness of employees on the existence of performance appraisal, all the respondents answered 'yes' representing 100% as shown in Table 2.

Table 2: Existence of copies of PA

Response	Frequency	Percentage (%)
Yes	120	100
No	-	-
Total	120	100

Source: Researcher's fieldwork

Based on this, the researchers wanted to know from the respondents whether they had ever seen copies of such appraisal forms. It was found out that 5% of them said no. Ninety-five percent (95%) of the respondents confirmed seeing the appraisal forms. The 5% who said no maybe inferred from the analysis on the duration of service of the respondents, where 9.2% of them fell within the range of 1 – 5 years old with the institutions. This suggests that the respondents were probably quite new in the institutions. According to [15], "performance appraisal is a basic human tendency to make judgments about those; one is working with, as well as about oneself." Appraisal, it seems, is both inevitable and universal. In the absence of a carefully structured system of appraisal, people will tend to judge the work performance of others, including subordinates, naturally, informally and arbitrarily.

In the viewof [8], performance appraisal is a branch of performance management and relates to the formal process of assessing and measuring employee performance against agreed objectives. Formal appraisal takes place regularly, usually annually, although it can occur more often. Performance appraisal invokes a variety of employee responses, from a feeling that it is 'a waste of time' to feeling that 'I want to know how well I am doing'.

4.3 Influence of PA on Workers' Productivity

Some items of the questionnaire required responses on whether performance appraisal is in any way link to productivity, the respondents answered yes and went further to explain that the essence of performance appraisal is to ascertain whether there are performance gaps. These gaps can be established when performance targets fall short of expected outcomes. From Table 3, 70.8 % of the respondents asserted that performance appraisal is strongly connected to productivity. 10% of the respondents said performance appraisal does not necessary link to productivity.

Table 3: Performance appraisal on workers' productivity

Reasons	Frequency	Percentage (%)
Yes	85	70.8
No	12	10
Yes and No (with explanation)	18	15
No response	5	4.2
Total	**120**	**100.00**

Source: Researcher's fieldwork

Besides, 15% of them share thoughts of the yes and no respondents. They explained that through performance appraisal, employees with high potentials are spotted through their productivity and flair for achievement. [16] Affirms that an organization may use the results from a performance appraisal to determine who needs formal

training and development opportunities. Further, such opportunities may be used as a reward for individuals whose appraisals were positive. Performance appraisals can also be used to motivate and improve performance. By showing an individual where his or her strengths lie and pointing out areas that still need improvement, an evaluator can help focus an employee's attention on a course that will produce the most positive benefits. In addition, reinforcing behaviours that have produced strong positive results should motivate the individual to continue to perform in this manner. On the other hand, some superiors hide under performance appraisal system to victimize and punish workers that they do not like. [17], pointed out that even when a performance evaluation program is structured appropriately, its effectiveness can be diluted by the improper use of subjective, as opposed to objective, measures. This position is supported by [18], who argued that objective measures are easily incorporated into an appraisal because they are quantifiable and verifiable. Subjective measures have the potential to dilute the quality of worker evaluations because they may be influenced by bias, or distortion as a result of emotion. [19]said, to overcome the effects of prejudice, many organizations train appraisers to avoid six common forms of biases such as cross-cultural, error of central tendency, halo effect, leniency and strictness, personal prejudice, and recency effect. The recency effect is a corollary of the natural tendency for raters to judge an employee's performance based largely on his most recent actions rather than taking into account long-term patterns.

Cross-cultural bias is a consequence of an evaluator's expectations about human behaviour. Those expectations often clash with the behaviour of appraises who have different beliefs or cultural values. For instance, an evaluator with an Asian heritage may be more likely to rate an older employee higher because he has been taught to revere older people. Likewise, personal prejudice results from a rater's dislike for a group or class of people. When that dislike carries over into the appraisal of an individual, an inaccurate review of performance is the outcome. For example, according to [17], studies have shown that black raters and white raters are much more likely to give high rankings to members of their own race. Like cross-cultural and personal prejudice biases, the halo effect is caused by a rater's personal opinions about a specific employee that are not job-related. The term "halo" stems from the distortion that the appraisee, like an angel with a halo over its head, can do no wrong.

This type of bias, however, also applies to foes of the rater. The effect is particularly pronounced when the appraisee is an enemy or very good friend of the evaluator. Leniency and strictness bias results when the appraiser tends to view the performance of all of his employees as either good and favorable or bad and unfavorable. Although these distortions are often the result of vague performance standards, they may also be the consequence of the evaluator's attitudes. For example, some evaluators want their subordinates to like them (leniency bias) or want to feel like they are being a "tough judge" (strictness). Similarly, the error of central tendency occurs when appraisers are hesitant to grade employees as effective or ineffective. They pacify their indecisiveness by rating all workers near the center of the performance scale, thus avoiding extremes that could cause conflict or require an explanation. In addition to bias, flaws in the execution of an appraisal program can be destructive. For instance, managers may be downgrading their employees because high performance reviews would outstrip the department's budget for bonuses. Or, some managers may be using performance appraisals to achieve personal or departmental political goals, thus distorting assessments. Problems are usually indicated, for example, by extremely high numbers of poor or positive appraisals, or by a general lack of individual improvement over the long term. In any case, appraisal managers must identify and overcome the causes of these flaws to ensure the usefulness of the system.

4.4 PA and Achievement Objectives

In the researchers' endeavour to ascertain the link between performance appraisal and achievement of organizational goals, the respondents were accordingly asked of their views regarding the link between appraisal and objectives .From table 4, of the 120 respondents, 32.5% said the Technical Universities/Polytechnics will achieve their goals with performance appraisal. Two point five percent (2.5%) of the respondents were of the view that effective supervision by management can help achieve objectives without appraisal; employees will still work in line with their job description to achieve results; there were other ways by which employees can perform to achieve set objectives apart from instituting performance appraisal system in the Institutions and employees (lecturers) think it really does not affect them since student assess them respectively.

Table 4: Linking performance appraisal with achievement of objectives

Reasons	Freq	(%)
The Technical Universities/Polytechnics will achieve their goals with performance Appraisal	39	32.5%
Effective supervision can help achieve goals without appraisal system	3	2.5
Employees will still work in line with their job description to achieve set objectives without performance appraisal system	3	2.5
Co-ordination and monitoring can achieve objectives without performance appraisal.	2	1.7
There are other ways for employees to perform to achieve set objectives without performance appraisal	3	2.5
Proper supervision and motivation for workers Yields results than performance appraisal	2	1.7
It improves performance of workers	23	19.2
Employees (lecturers) think it really does not affect them since student assess them	3	2.5
It exposes non-satisfactory performance and weakness of workers	19	15.7
Good performance can nevertheless be achieved without performance appraisal	23	19.2
Total	**120**	**100.0**

Source: Researcher's fieldwork

Again, 1.7%stated that, co-ordination and monitoring can achieve objectives without performance appraisal and objectives can also be achieved if proper supervision and motivation are instituted for workers without performance appraisal respectively. Further, 19.2% agreed that performance appraisal improves performance of workers and good performance can nevertheless be achieved without performance appraisal respectively. Finally, 15.7% indicated that it exposes non-satisfactory performance and weaknesses of workerswhere rules are well defined and rewards were given for good performance.

4.5 PA Perceptions

The researchers elicited responses from the respondents on how they perceived performance appraisal. Their responses were analyzed as follows: The "strongly agree" and the " agree" were merged to be "agree", unsure stood alone while the "disagree" and "strongly disagree" were also merged as "disagree". As seen from Table 5, 83.3%, agreed, 4.2% were unsure while 12.5% disagreed that performance appraisal is an annual activity. Eighty-two point five percent (82.5%), 2.5% and 15% agreed, were unsure and disagreed that performance appraisal is a force to reckon with in achieving results. Fifty-one point seven percent (51.7%), 12.5% and 35.8% agreed, were unsure and disagreed that performance appraisal is an exercise in futility. Twenty-five point eight percent (25.8%), 10.8% and 63.4% agreed, were unsure and disagreed that performance does not enable the organization to compare performance with set targets.

Also, 83.3%, 3.3% and 13.4% agreed, were unsure and disagreed that performance appraisal exposes the strengths and weaknesses of employees and thus should be taken seriously. Regarding performance appraisal as a threat to employees' job security, 49.1%, 6.7% and 44.2% agreed, were unsure and disagreed respectively. On the view that performance appraisal is conducted but not implemented, 69.2%, 12.5% and 18.3% agreed, were unsure and disagreed respectively. Performance leads to promotion saw 32.5%, 18.3% and 50.2% agreeing, being unsure and disagreeing respectively. Performance appraisal influences employees to upgrade themselves received 31.7%, 10.8% and 57.5% agreed, unsure and disagreed while performance appraisal reveals training and development

needs took 66.7%, 20.8% and 12.5% agreed, unsure and disagreed respectively.

Further, the respondents were asked whether performance appraisal leads to formulation of training and development strategies, 75%, 6.7% and 18.3% agreed, were unsure and disagreed respectively. Also, on the statement of performance appraisal leading to the acquisition of basic equipment and machines, 55.8%, 9.2% and 35% agreed, were unsure and disagreed respectively. Performance appraisal assists management to readjust unrealistic targets took 50%, 4.2% and 45.8% agreed, unsure and disagreed. Management hide behind performance appraisal to treat employees unfavorably got 34.1%, 6.7% and 59.2% agreed, unsure and disagreed. Finally, Performance can lead to job rotation received 55.8%, 11.7% and 32.5% agreed, unsure and disagreed. There is a clear indication from this analysis that, performance appraisal is an annual affair used by management to achieve results (83.3% and 82.5% respectively). Surprisingly, performance appraisal is seen as an exercise in futility (51.7%).

Table 5: Perception of performance appraisal system in the polytechnic

Agree	Strongly Agree				Unsure		Disagree		Strongly Disagree		Total
	F	%	F	%	F	%	F	%	F	%	
Performance appraisal is an annual activity	71	59.2	29	24.1	5	4.2	9	7.5	6	5	100
Performance appraisal is a force to reckon with in achieving results	77	64.2	22	18.3	3	2.5	7	5.8	11	9.2	100
Performance appraisal is on exercise in futility	27	22.5	35	29.2	15	12.5	28	23.3	15	12.5	100
Performance appraisal does not enable the organization to compare performance with set targets	16	13.3	15	12.5	13	10.8	50	41.7	26	21.7	100
It exposes strengths and weaknesses of employees and thus should be taken seriously	51	42.5	49	40.8	4	3.3	11	9.2	5	4.2	100
Performance appraisals a threat to employees job security	47	39.1	12	10	8	6.7	45	37.5	8	6.7	100
Performance appraisal is conducted but not implemented	57	47.5	26	21.7	15	12.5	13	10.8	9	7.5	100

Performance appraisal leads to promotion	21	17.5	18	15	22	18.3	44	36.7	15	12.5	100
It influences employees toupgrade themselves	24	20	14	11.7	13	10.8	46	38.3	23	19.2	100
It reveals training and developmental needs	44	36.7	36	30	25	20.8	9	7.5	6	5	100
Leads to formulation of training and development strategies	52	43.3	38	31.7	8	6.7	13	10.8	9	7.5	100
It leads to acquisition of basicequipment and machines	37	30.8	30	25	11	9.2	27	22.5	15	12.5	100
It assists management to readjust unrealistic targets	32	26.7	28	23.3	5	4.2	31	25.8	24	20	100
Management hide behind performance appraisal to treat employees unfavorably	22	18.3	19	15.8	8	6.7	44	36.7	27	22.5	100
Performance appraisal leads to job rotation	37	30.8	30	25	14	11.7	24	20	15	12.5	100

Source: Researchers' fieldwork, 2017.

Performance appraisal enables the institutions to compare performance with set target and exposes strengths and weaknesses of employees and thus should be taken seriously (63.4% and 83.3% respectively). Also, performance appraisal is seen to be a threat to employees' job security which is sometimes conducted but not implemented (49.1% and 69.2% respectively). Performance appraisal leads to promotion, and influence employees to upgrade themselves (50.2%, and 57.5% respectively). It is also realized from the analysis that, performance can reveal training and development needs and thereby leading to the formulation of training and development strategies including the acquisition of basic equipment and machines (66.7%, 75% and 55.8% respectively). Performance appraisal aids management in readjusting unrealistic targets (50%) rather than being used by management as a means to treat employees unfavorably (59.2%). Finally, performance appraisal leads to job rotation (55.8%)

Key words: Cross cultural bias, personal prejudice, effectiveness, recency effect

5. Conclusion and Recommendations

After a close look at the perceptions of the employer and employees about performance appraisal at the Technical Universities and the Polytechnic, the following conclusions and recommendations are made. The employer and employees perceived the appraisal system to be good. They think it will make workers concentrate on their jobs as everyone would want to receive positive comments on their performance. Some employees will be assisted to overcome their weaknesses through appraisal, hence enhancing their skills and competencies on the job. Through this, the institution will be on a sure way to achieving its strategic objectives.

Employees training needs will be identified and programs organized to enhance their skills through performance appraisal. Performance appraisal is a yardstick for comparing results with set targets culminating in the determination of the achievement of goals and objectives of the Technical Universities and Polytechnics in Ghana. Performance appraisal invigorates upgrading of employees to meet current technology and change implementation in the Ghanaian Technical Universities and polytechnics. The negative perceptions formed by employees are that, it is a threat to job security which sometimes is conducted but not implemented and for that matter is an exercise in futility. The researcher recommends a comprehensive, universal and principled yearly appraisal system in the Technical Universities \Polytechnics. Promotion of academic and non- academic staff should be contingent on performance appraisal results alongside further education and publications (PhD and Professorship). In case of academic staff, though their promotions are mainly based on publications and higher education, a greater part of the promotion criteria should be tied to performance appraisal results. Besides, study leave approval should also be based on performance appraisal results of employees and not only tied to length of service ofboth academic and non- academic staff of the Technical Universities \Polytechnics. In order to maintain the confidence of people in performance appraisal system, it is imperative for management to organize training and development programs for employees who fall short in the execution of their duties and responsibilities after appraisal. Suchtraining and development programs should regularly be organized for employees to upgrade themselves to meet current needs. Management should endeavor to provide the necessary equipment and machines as well as logistics for use by employees. Management of the Technical Universities and polytechnics should implementperformance appraisal results to dispel the erroneous perception formed by some employees about performance appraisal results.

Acknowledgement

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