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An Assessment of Performance Management System: A Case Study of Electricity Company of Ghana-Western Region

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Abstract:
The implementation of performance management system within organizations is vital for the success of any business. This enables the individual objectives of the employees' in the organization to be aligned with the overall corporate objectives. The performance management cycle is not complete without going through objective setting or performance standards, monitoring progress, methods to measure and evaluate performance based on those standards, tools to improve performance, and the feedback process. This descriptive correlational quantitative study sought to establish the relationship between performance management system and organizational profits, and the relationship between employee performance and customer satisfaction. In addition, the employee attitudes towards work improved with the implementation of the system. The study found significant relationship between performance management system and organizational profits and established there is a significant relationship between employee performance and customer satisfaction.

Keywords: *performance management system, customer satisfaction, employee work attitudes, employee performance, organizational profits, performance management cycle*

1. Introduction

Globalization is a process of integrating the world through interchanging views, products, ideas, culture, and economics (Jankulovic&Skoric, 2013; Mellahi, et al., 2005).According to Schiuma & Lerro (2008) Globalization of markets, dynamic technological development, product life cycles ever short,and fast changing of customers' demands have involved. A company's competitiveness is more and more strongly related to satisfy customer's wants and needs by creating higher value in products and services (Schiuma & Lerro, 2008). In the era of globalization and competition, organizations have realized the importance of strategic Performance Management System(PMS) for gaining a sustained competitive advantage(Lawler, 2003; Yip, 2003).A well designed PMS can play a crucial role in streamlining the activities of employees in an organization for realizing the ultimate corporate mission and vision(Lawler, 2003).PMS is a broader system as it is linked with the process of planning, implementing, reviewing, and evaluating at both the individual and organizational levels (Eckerson, 2010).

By clearly defining both individual and team based responsibilities in the form of Key Performance Indicators (KPIs) as well as by creating an understanding of shared mutual accountabilities, a good PMS enables, empowers, and facilitate the development of employees(Eckerson, 2010). The process is vital for an organization as it is concerned with establishing a culture in which the individuals and teams can excel by continuously improving in terms of skill sets and the business process(Yeoh et al, 2014).

In 2011, the ECG declared a loss of 125 million Ghana cedis, and the power distribution system losses was at 32 % as against 18 % benchmark set by the Public Utility Regulatory Commission(PURC), the regulator of utility sector in the country (ECG, 2012). Customers of the company were reluctant to pay their monthly electricity bills due to poor service delivery as a result of negative staff attitude to work, delay in responding to customer complaints, and frequent power outage due to poor maintenance of the distribution networks, resulting in poor revenue collection, which could result in the collapse of the company (Bento et al., 2014; ECG, 2012). The survival of ECG is crucial to the nation, where the company supplies electrical power to over 70 percent of the citizens and industries, and also covers six geographical and political regions out of the total of 10 regions, with the current customer population of over 2.7million(ECG, 2013).The study also examined the Balanced Scorecard (BSC) which provided information on financial and nonfinancial performance measures in an effort to both report on past performance and help managers influence future performance (Bose & Thomas, 2007; Bento et al, 2014).

1.1. Research Questions and Hypothesis

The following were the research questions, hypothesis and null hypothesis considered in the study:

- Research question R1 is: Is there a relationship between profits declared by the organization and the implementation of the PMS?
- Research question R2is: Is there a relationship between customer satisfaction and PMS implementation?
- Research question R3 is: Is there a relationship between employee attitudes towards work and PMS implementation?
- Research question R4 is: Is there a relationship between employee performance and customer satisfaction?

The null hypotheses H1o is: There is no statistically significant relationship between declared profits by the organization and the implementation of the PMS.

- The hypotheses H1 is: There is a statistically significant relationship between declared profits by the organization and the implementation of PMS.
- The null hypothesis H2o is: There is no statistically significant relationship between customer satisfaction and PMS implementation.
- The hypothesis H2 is: There is a statistically significant relationship between customer satisfaction and PMS implementation.
- The null hypothesis H3o is: There is no statistically significant relationship between employee attitudes towards work and PMS implementation.
- The hypothesis H3 is: There is a statistically significant relationship between employee attitudes towards work and PMS implementation.
- The null hypotheses H4o is: There is no relationship between employee performance and customer satisfaction.
- The hypotheses H4 is: There is a relationship between employee performance and customer satisfaction.

2. Review of Related Literature

The concept of PM is defined as the strategic and integrated way to achieve sustained success for an organization, by improving the performance of the employees and developing the capabilities of the team and the individuals(Kandula, 2006). Currently, many organizations need to use a combination and selection of quality tools, methodologies and techniques for implementing continuous quality improvement process (Parkash & Kumar Kaushil, 2011). The competitive and innovative companies had a strong culture, a clear sense of mission and purpose, a well thought out strategy, and a business philosophy for continuous improvement, which is successfully realized by PMS (Jankulovic et al., 2013), and research has shown that systematic use of PMS leads to improved results (Hoque & James, 2000).

Two theories formed the theoretical framework for the study. They were the goal setting theory (GST), and expectancy theories, (Aguinis, 2009). GST suggest that, the individual goals set by employees motivate them towards higher performance, since they keep following their goals. If goals are not achieved, effort is made to improve performance, or new realistic goals are set, and if performance improves, it will result in the achievement of PMS aims (Salaman et al., 2005). Many of us learned the importance of setting 'SMART' objectives, and that 'SMART' stands for Specific, Measurable, Attainable, Relevant, and Time-bound, but these are not the only factors to consider if we want to achieve our goals (Locke & Latham, 2006).

According to Griffin and Moorhead (2009), expectancy theory suggests that the individuals adjust their behavior in the organization on the basis of anticipated satisfaction of valued goals set by them.The expectancy theory is also based on the assumption that individuals tend to allocate their limited amount of time and energy to actions of which they expect the consequences to maximize their satisfaction (DeNisi &Pritchard, 2006; Buchner, 2007). Griffin & Moorhead (2009)are of the view that, expectancy theory assumes that behavior results from conscious choices among alternatives whose purpose it is to maximize pleasure and to minimize pain.

The concept of PM enables executives manage strategy and improve performance with the aid of key performance indicators (KPIs) established by the organization, while the Balanced Scorecard (BSC) monitors and manages the execution of business strategy (Eckerson, 2010). In effect, the strategic performance management (SPM) combines the use of PM practices and Business Intelligence (BI) technologies that helps managers to better set and monitor business-performance metrics, and to know what is happening in the organization in real time (Collins et al, 2010).PM also includes activities which ensure that goals are consistently being met in an effective and efficient manner, and this suggest that, people are the most important assets in organizations, as they create sustained competitive advantage and not capital (Kandula, 2006).

2.1. Performance Management System (PMS)

Performance management is a concept in the field of human resource, and it is the continuous process of identifying, measuring, and developing the performance of individuals and aligning performance with strategic goals of the organization (Aguinis, 2009).Performance management is sometimes refers to as performance appraisal, but the latter is just part of the former. There is no single universally accepted model of performance management system. As a result of this, various researchers have explained the concept in their own ways. Armstrong & Baron(2005) have prescribed the model of performance management system in the form of 'performance management cycle'. They are of the view that, the cycle has five elements which suggest how PMS should be implemented in an organization. The element of PMS according to Armstrong & Baron (2005) includes, setting of objective or goals, monitoring and measuring the performance, feedback on performance results, reward system based on performance, and amendment to objectives and activities.

Every organization has a PMS of some kind, the default condition being one that is informal, unplanned, and unmanaged, and that employee performance is a function of an organization's PMS (Clardy, 2013). According to Clardy (2013), PMS is the total complex factors that triggers, channel, and maintains productive task performance, and that a PMS for an organization must be well structured and operated to achieve the desired result of maximizing productive employee performance. Yeoh et al. (2014) also described PMS as a general term that describes the methodologies, metrics, processes, and systems used to monitor and manage the business performance of an enterprise. Eckerson (2010) and Yeoh et al (2014), further described PMS from a technological perspective, as an enterprise-level business intelligence, where it combines both the PM practice and business intelligence (BI) technologies that enables managers to better set and monitor business-performance metrics, and to know what is happening in the organization and why it is happening in real time.

2.2. Performance Management Cycle

Although there is no universal model of performance management, a review of literature and practice suggests that, there are a number of elements which might typically be found in a PMS, and these elements are often depicted as a performance management cycle (IDS, 2003). Generally, performance management models place objective-setting and formal appraisal systems at the center of the cycle, and literature suggests that these two areas might be particularly affected by the cultural context (Fletcher & Perry, 2001).A typical cycle consists of Objective-setting or performance standards, methods to measure and evaluate performance based on those standards (i.e. Performance appraisal process), tools to improve performance (e.g. Reward structures), and feedback (e.g. performance reviews) (Armstrong & Baron, 2005).

According to de Waal (2007),performance management involves much more than just assigning ratings. PM is a continuous cycle that involves:

1.Planningwork in advance so that expectations and goals can be set;
2.Monitoringprogress and performance continually;
3.Developing the employee's ability to perform through training and work assignments;
4. Rating periodically to summarize performance; and
5. Rewarding good performance.

Planning is about setting performance expectation and goals for groups and individuals to channel their effort towards achieving organizational objectives (de Waal, 2007). Planning also includes the measures that will be used to determine whether expectations and goals are being met. Involving employees in the planning process helps employees understand the goals of the organization, what needs to be done, why it needs to be done (de Waal, 2007).Monitoring means consistently measuring performance and providing ongoing feedback to employees and work groups on their progress towards reaching their goals (Armstrong & Baron, 2005). Ongoing monitoring provides the opportunity to check how employees are doing and to identify and resolve any problem early (Armstrong & Baron, 2005; de Waal, 2007).

*2.3. Benefits and **B**arriers to PMS*

Performance management can be implemented without the assistance of information technology, and coordination of these initiatives across modern businesses has been challenging by the growing complexity and speed as a result of globalization and highly competitive environments (Yeoh et al, 2014). Information technology has therefore become a requirement to make the PMS effective and efficient (Bose, 2006). Managing employee or system performance and aligning their objectives facilitate the effective delivery of strategic and operational goals(Tsai et al., 2010). Researchers have argued that there is a clear and immediate correlation between using performance management system or software and improved business and organizational results (Yeoh et al, 2014).

In the public sector, the effects of performance management systems have differed from positive to negative, suggesting that differences in the characteristics of performance management systems and the context into which they are implemented play an important role to the success or failure of performance management (Ohemeng, 2011). For employee performance management, using integrated software, rather than a spreadsheet based recording system, may deliver a significant return on investment through a range of direct and indirect sales benefits, operational efficiency benefits, and by unlocking the latent potential in every employees work day (Bento et al, 2014). According to Bento et al.(2014) some of the benefits may include: sales growth, customer satisfaction, reduction in organizational cost, aligning the organization goals directly with Chief Executive Officer's (CEO's) goals, create transparency in goals achievement, and decrease the time it takes to create strategic or operational changes by communicating the changes through a new set of goals. Other benefits are improvement in employee-to-employee engagement to understand how they are directly contributing to the organization's ultimate goals, flexible and responsive to management needs, displays data relationships, and provides well documented and communication process, among others (McCune, 2002; Yeoh et al, 2014; Bento et al., 2014).

Implementation of performance management system comes with some benefits, already outlined above, and the realization of these benefits depends on a number of organizational processes and policies (Melville et al, 2004).If these are not supportive of the PMS, then a number of constraints are likely to emerge (Melville et al. 2004). Cavalluzzo and Ittner (2004)identified two dimensions of barriers that can impede the value desired from PMS initiatives, namely project related factors; which include lack of data and inadequate information technology (IT) skills, and organizational related factors which

includes a lack of management commitment to the implementation effort and difficulties associated with the definition of measures.
Similarly, Turner et al. (2005), characterized barriers to PMS as being the time and effort required,the difficulty in ensuring that appropriate measures are available, and resistance by the employees. Beer (2009), suggested that organizational challenges, such as lack of leadership commitment and poor communication, can interfere with the development of policies and practices that support high performance. Speckbacher et al. (2003) found that key barriers included time constraints and the complexity of the process.

2.4. Balanced Scorecard System

Traditionally, performance measurement focused on financial measures (Schreyer, 2007), until recently, when there was a growing realization that traditional performance measures would no longer fulfill the requirements of new competitive realities, such as a need for flexibility or rapid response to customer expectation (Chow & Van der Stede, 2006). As a result of this situation, modern PMS places a greater emphasis on a balance between financial and non-financial measures (Langfield-Smith et al., 2009). Today, there is a variety of performance management concepts. One example is the Balanced Scorecard (BSC) by Kaplan and Norton, but there are also less known concepts such as the Performance Prism by Adams and Neely (Horvath, 2006).This study discusses extensively the Balanced Scorecard approach.

The BSC is a system of measurement that focuses on developing and monitoring strategy through a set of performance measures, and the system also enables an organization to succeed in terms of performance (Bose & Thomas, 2007; Jubidin et al, 2015).The BSC is a multidimensional model which shows combination of financial and non-financial measures of PMS (Dennis & Bernd, 2011). The BSC also involves four measurement perspective such as financial perspective, customer perspective, internal business process perspective, and research and development (learning and growth) perspective (Bose & Thomas, 2007; Kaplan & Norton, 1997). In the scope of PMS, all of the four perspectives indicators must be balanced to achieve the organizations success in the measurement performance strategy (Jubidin et al, 2015). The BSC is a suitable model that shows the balanced in the PMS and has proven to be effective in an organization’s performance measurement, and these perspectives encourage managers to look beyond traditional financial measures (Harden & Upton, 2016).

According to Bose and Thomas (2007), current standard of financial reporting is unable to capture or communicate the value of strategy, processes, and such intangible assets as knowledge, innovation, and customer loyalty. Non-financial measures of quality and strategic achievements have a profound effect on investment and valuation (Harden & Upton, 2016). The situation is therefore clear, that investors and managers want more than just traditional financial data when making economic decisions about their organizations (Busco & Quattrone, 2015; Harden & Upton, 2016).The effect of traditional focus on accounting statements and measures of performance such as return-on-investment is to hide structural defect in strategy and vision that can jeopardize both firm’s long-term survival and shareholder wealth creation (Harden & Upton, 2016). In a global competitive environment, success depends not so much on short-term performance measures, but on investments in intellectual capital to cover knowledge gaps that can impede future competitiveness (Busco & Quattrone, 2015).

2.5. Customer Satisfaction and PMS

Customer Satisfaction is an emotional response to the experiences provided by products or services delivered to customers, which fulfilled their expectation (Grigoroudis, et al, 2013). Customer satisfaction is also considered to be a perception, which means that the specific information is not readily available (Grigoroudis & Siskos, 2010). The concept emphasizes on the confirmation of customer expectations, taking into consideration the positive and negative evaluation of the characteristics of the product or service (Grigoroudis et al, 2013).The dynamic nature of customer preferences is justified by the continuous diversification of products and services, the high competition of today’s global markets, and the growing customer needs (Grigoroudis et al, 2013; McCune, 2002; Grigoroudis, 2010). As a result of these challenges, business organizations have realized the importance of customer satisfaction and its relationship with customer loyalty, and organizational performance (Jones & Sasser, 1995). Customer satisfaction yields to profits, which can improve payments and therefore employee satisfactions, and this in turn is able to improve employees’ performance, which will increase the level of customer satisfaction (McCune, 2002; Schlessinger & Heskett, 1991). The linkage between employee satisfaction and customer satisfaction is justified by several real world studies, where positive employee experiences in the workplace often establish positive customer experiences (Grigoroudis et al, 2013).The achievement of business performance depends directly on satisfied customers, and customer satisfaction is a prominent indicator of revenue, financial performance of a business and customer base growth (Gelade & Young, 2005).

2.6. Employee Attitudes and PMS

Employees are the major drivers of business and good employee performance is the most important need for the current competitive environment to run successfully (de Waal, 2007).According to Bowen and Ostroff (2004), effective and fair human resource management system influences employee satisfaction, which contributes to a positive employee attitude towards an organization. Employee attitude plays a vital role in determining organizational performance in the long run, because it could lead to the desired employee behavior required to achieve the mission and objectives of a firm (Tsai et al., 2010). The key elements of employee attitudes are job satisfaction and commitment (Tsai et al., 2010), but the stability of employee attitudes as a construct might not be valid, because of the influence of job satisfaction, and the organizational hygiene, motivation level and role clarity might also influence the employee attitude as well as work performance (Bowen & Ostroff, 2004).Recently, however, research have focused on performance outcomes at the organizational level (Schneider et al., 2003), and a great number of studies have examined the link between employee attitudes and organizational performance, and have provided empirical evidence to support the linkages, and these studies have long established that, employee attitudes drives organizational performance, and subsequently performance management system (Park et al., 2003).Recent empirical evidence has shown that performance is a better predictor of employee attitudes than the other way round (Schneider et al., 2003). According to Tsai et al. (2010), the rationale for a link between employee attitudes and organizational level performance is that, employees with positive attitudes such as high job satisfaction and high commitment can influence performance of a firm. There is therefore a significant relationship between employee attitudes and organizational performance, and by extension performance management system (Tsai et al, 2010).

2.7. Employee Performance and PMS

Employee performance is defined as an amount of goods and services that an employee produced in a given amount of time (Abugre, 2012). Employee performance is vital for the survival of any business in the current global setting (Tsai et al., 2010). Employees can perform in an organization and exceed their manager's expectations, but there could be decline in market share, service quality deterioration, and exceeding their budgets (de Koning, 2004). Employee performance must therefore be linked to PMS taking into consideration, three distinct components of any performance management system- evaluation, reward and development. In evaluating employee performance effectively and efficiently, there are four most common methods, according to de Koning (2004), and these are listed below: Manager's evaluation, multisource feedback, staffing reviews, and objective performance outcome metrics. The study by Grigoroudis et al. (2013), revealed that, there is a linkage between employee performance and organizational performance, by extension performance management system of a firm.

2.8. Organizational Profits and PMS

Performance management is referred to as the measurement and management of employee performance with the aim of increasing organizational effectiveness (Dewettinck & Dijk, 2013).According to Heskett et al.(1997),there is a direct financial link between customer satisfaction, customer loyalty, and financial performance of a company in terms of profit and growth. Satisfied employees create satisfied customers, who in turn tend to buy more, increasing the income and profits of an organization (Gelade & Young, 2005).A study conducted by Bento et al. (2014), established that implementation of PMS in an organization resulted in a positive outcome for an organization in terms of good business related variables, such as, operational efficiency, and sales growths.

3. Methodology

The methodology used in this study was quantitative. A correlational, descriptive, quantitative analysis examined a sample of respondents in the Western Region. The design for this study undertaken was quantitative, and based on studies done on strategic performance management system with respect to impact on business results (Bento et al., 2014).

The sampling technique used was simple random sampling, where the respondents were randomly selected from the target population in these categories of employees, Management, Senior staff, and Junior staff(Kumar, 2005). The survey was conducted by administering questionnaires to all 164 respondents across the 11 district offices and the regional office. Statistical analysis was used to correlate the PMS and employee performance (independent variables) to the dependent variables, customer satisfaction, organization profits, and employee work attitudes (Creswell, 2009).As a quantitative study, a minimum of 30 in the sample size ensures a normal distribution for parametric analysis, such as correlation (Triola, 2009). Out of the total of 681 target population, a target of 164 sample size was calculated using the statistical formula for the calculation (ECG, 2013B; Triola, 2009). The sample size was calculated using a probability sampling method as defined by Triola (2009). The formula is indicated below:

$$n = \frac{[Z_{\alpha/2}]^2 \text{ X } 0.25}{E^2}$$

where $Z_{\alpha/2}$ is the critical score based on the desired degree of confidence and E is the desired margin of error (Triola, 2009). In the case of this study, an 80% level of confidence was selected. This yields a $\alpha = 0.20$ and a $Z_{\alpha/2} = 1.282$. For the margin of error, five percentage point was chosen, giving E = 0.05. Using this equation, a desired number of respondents was 164. The primary research instrument was a questionnaire-type survey.

Validity and reliability of the research instrument used, determine the appropriateness of the study (Triola, 2009). In order to gain value and scientific knowledge, the validity and reliability of the study must be satisfied and are crucial for any research (Creswell, 2009). In a quantitative study, generalization of the findings to an entire population depends on the sample size, but is not crucial to a research finding (Creswell, 2009). There are two types of validity, internal and external (Creswell, 2009). The actual time taken by the pilot group of ten, ranged between six to 15 minutes.Subsequently, another group of ten participants from the target population reviewed the survey instrument, and therefore content validity was established (Creswell, 2009). Since both content and construct validity were confirmed, face validity was also established.

Reliability means that a scale should consistently reflect the construct it is measuring (Field, 2005), and deals with accuracy and the ability to replicate the study (Creswell, 2009).

3.1. Data Collection

In this study, a questionnaire was used as the only instrument ingathering data. The questionnaires were administered to participants in all the 11 district branches and the regional offices. Ten questionnaires each were sent to the 11 districts amounting to a total of 110 for the districts, and the regional office with 54 questionnaires administered. Out of the 164 participants, 41 participants did not complete the survey. The remaining 123 participants fully completed the survey for a response rate of 75%. Some significant issues such as consent, confidentiality, and data protection for the participants were highly considered (Kumar, 2005). In satisfying the ethical requirement for the study, the researcher obtained approval from the management of the company for the study, and was subsequently granted (Kumar, 2005).

3.2. Data Analyses

Data analysis consisted of the following primary components – descriptive, frequency, and correlation analysis. The researcher used frequency and correlation coefficient to analyze the data collected. The profiles of the respondents were described through a descriptive analysis in which statistics such as frequency, mean and standard deviation were calculated. The Pearson's Correlation Analysis was used to analyze the data and to test the proposed hypothesis of the study. Statistical Package of Social Sciences (SPSS) was used to store, organize, and perform statistical analysis.

4. Results

4.1. Relationship between PMS and Organizational Profits: Testing Hypothesis 1 (H1)

A test of significance was conducted to find out if there was a statistical relationship between the profits declared by the Electricity Company of Ghana following the implementation of the Performance Management System. The Pearson Product-Moment correlation test was conducted. The Pearson Product-Moment correlation test conducted revealed that there was a statistically significant positive correlation between the profits declared by the company and the implementation of the Performance Management System, $r=0.79$, $n=123$ and $p=0.01$. The positive correlation means that in general the profits declared by the organization following the implementation of the PMS have increased in the Western Region. The effect of the Pearson Product-Moment correlation according to Triola (2009) is considered to be large.

4.2. Relationship between Customer Satisfaction and PMS: Testing Hypothesis 2 (H2)

A Pearson correlation test was carried out to find out if there was any significant relationship between the customers' satisfaction following the implementation of the PMS. The test results indicated that there was a positive relationship between customers' level of satisfaction and the implementation of PMS, with $r = 0.35$, $n = 123$, and $p = 0.01$. The results indicate a positive relationship between the customers' satisfaction following the implementation of PMS. The study therefore rejected the null hypothesis 2 (H2o). Majority of the respondents indicated that they believed the level of satisfaction on the part of the customers has increased after the coming in effect of the PMS. However, referring to Triola (2009), this shows a moderate correlation.

4.3. Relationship between Employee Attitude and PMS: Testing Hypothesis 3 (H3)

A Pearson product-moment correlation coefficient was computed to assess the relationship between the employees attitude towards work after the implementation of the PMS. There was a positive correlation between the variables, with $r = 0.38$, $n = 123$, $p = 0.0001$. This indicates that, the attitude of employees toward work has shown a positive but moderate increase as a result of the introduction of the PMS.

4.4. Relationship between Employees' Performance and Customer Satisfaction: Testing Hypothesis 4 (H4)

A Pearson Product-Moment correlation test was conducted to find out whether there was a statistical relationship between employees' performance and customers satisfaction. The Pearson Product-Moment correlation test conducted revealed that there was a statistically significant positive correlation between the employees' performance and customers' satisfaction, $r=0.69$, $n=123$ and $p=0.01$. The positive correlation means that the performance of the employees of the company has positively increased the satisfaction level of customers. In other words, customers are satisfied with the performance of employees of the company. The effect of the Pearson Product-Moment correlation as revealed from the study according to Triola (2009) is considered to be large.

5. Summary of the Results

The main findings of the study were as follows:

1. During the period 2011 to 2014, the profit declared by the company in the Western region showed a positive trend. For instance between the years there was a steady increase from 17.8 % in 2011 to 57.5 % in 2014. There was an annual growth rate in the profit of 31.8 %. This was supported by the Pearson Product-Moment correlation test

conducted, which revealed a statistically significant positive relationship between declared profit by the company and the implementation of the PMS (r=0.79, n=123, and p=0.001).

2. Even though there was an increase in the profit declared in the Western region, the same cannot be said of the nationwide profit declared by the company. As in the global perspective, the company declared a loss of GH¢136,000,000 in the year 2012. This increased further in the year 2014 to the tune of GH¢246,000,000 indicating an 80.8 percent increase compared to the figure in the year 2012 (ECG, 2012; ECG, 2014B).
3. A greater proportion (46.3%) of the respondents agreed that the satisfaction levels of the customers had improved following the implementation of the PMS. However, 22.8 % and 3.3 % disagreed and strongly disagreed to this assertion respectively. This was supported by the correlation test conducted, which revealed a statistically significant positive relationship between customer satisfaction and the implementation of PMS (r = 0.35, n = 123, and p = 0.0001).
4. The attitude to work of the employees to a very large extent increased as a result of the introduction of the PMS. As revealed by the study, 23.6 % strongly agreed that their attitude to work had improved with 56.9 % also agreeing to this statement. However, it emerged that 8.9 % of the respondents were of the view that their attitude towards work had not changed. The study revealed that respondents had the opportunity to use their ability, used their own judgment, felt belongingness and felt committed to their jobs. This was also supported by the correlation test conducted, which revealed a statistically significant positive relationship between employees' attitude towards work and the PMS implementation (r = 0.38, n = 123, and p = 0.0001).
5. A Pearson Product-Moment correlation test conducted indicated that there was a statistically significant positive relationship between employees' performance and customers satisfaction, r=0.69, n=123 and p=0.001.

6. Discussion of the Results

The first research question R1 asked was: Is there a relationship between organizational profits and the implementation of the PMS? The results of the study presented some interesting information, especially with the declared profits of the Western Regional branch of the company as against the general declared losses by the company at the national level. At the regional branch, company declared the profits of GHS 226,440,427.00 in the year 2012 and GHS 429,086,300.00 in 2014, but at the national level, the company declared losses as follows; GHS 136,000,000.00 in 2012 and GHS 246,000,000.00 in 2014 (ECG,2012; ECG, 2014B). The issue was, what accounted for the losses in the years 2012 and 2014 at the national level, as against the profits declared at the regional level?

One of the assumptions in the study was that, there is a significant relationship between the profits declared by the organization and the implementation of the PMS (Gelade and Young, 2005).The analysis revealed and confirmed the assumption that, when the company implemented the PMS, it resulted in increased profits in the Western Region, even though at the national level, the company declared losses (ECG, 2012; ECG, 2014B).The revelation again confirmed the result of the study conducted by Bento et al (2014), which established that implementation of PMS in an organization resulted in a positive outcome for an organization in terms of good business related variables, such as operational efficiency and sales growth.This was confirmed by the correlation test conducted, which revealed a statistically significant positive relationship between declared profits by the organization and the implementation of PMS. This rejected the null hypotheses H1o that, there is no statistically significant relationship between declared profits by the organization and the PMS implementation.

The second research question R2 asked was: Is there a relationship between customer satisfaction and PMS implementation? The analyses revealed that the majority (63.4%) of the respondents agreed that satisfaction level of customers had improved following the implementation of the PMS. However, only 22.8 % and 3.3 % disagreed and strongly disagreed to the assertion respectively. In effect, only 26.1 % in total generally disagreed with the assertion. This confirms the position of McCune (2002), customer satisfaction improves employee satisfaction, which in turn improve performance as a result of PMS, and the achievement of business performance depends directly on satisfied customers, and customer satisfaction is a key indicator of increased revenue, financial performance of the business and customer base growth (Gelade and Young, 2005). The correlation test conducted also revealed a statistically positive relationship between the satisfaction of customers and the PMS implementation. The result rejected the null hypothesis H2o that, there is no statistically significant relationship between customer satisfaction and PMS implementation.

The third research question R3 asked was: Is there a relationship between employee attitudes towards work and PMS implementation? The study revealed that, the attitudes towards work by the employee improved as a result of the implementation of the PMS, as 23.6 % strongly agreed that their attitudes towards work had improved with 56.9 % also agreeing to the statement. This means an overwhelming 80.5 % of the respondents were of the view that employee work attitudes improved with the introduction of the PMS in ECG. This revelation supported the position of Bowen and Ostroff (2004) that, implementing PMS positively influence the attitudes of employees towards work as well as work performance. However, recent research have focused on performance outcomes at the organizational level (Schneider et al. 2003), and a great number of studies have examined the link between employee work attitudes and organizational performance, and have provided empirical evidence to support the linkage, and these studies have long been established that, employee attitudes drives organizational performance, and subsequently PMS (Par et al., 2003).

According to Tsai et al. (2010), the key element of employee attitudes are job satisfaction and commitment, and the study revealed that the respondents had the opportunity to use their ability, their judgment, felt belongingness, and felt committed to their job, which subsequently improved attitudes of employee towards their work. The positive change in attitude towards work by the employees resulted in the respondents' willingness to spend the rest of their careers with the ECG, with majority (67.5%) of the respondents generally agreeing to the assertion. The correlation test conducted revealed a positive relationship between employees' attitudes towards work and PMS implementation. This rejected the null hypothesis H3o that, there is no statistically significant relationship between employee's attitudes towards work and PMS implementation.

The fourth research question R4 asked was: Is there a relationship between employee performance and customer satisfaction? The performance of employees increased as revealed by the study with majority of the respondents indicated that their performance with their respective line of work had increased. This revelation supported the study by Grigoroudis et al. (2013) that, there is a linkage between employee performance and organizational performance, by extension PMS of the firm, where a positive employee experiences in the workplace often establish positive customer experiences, hence customer satisfaction. This is also confirmed by a study conducted by Risher (2008), which revealed that employee performance has a direct link with an organization's performance and customer satisfaction. This was supported by a correlation test conducted, which indicated that, there was a statistically significant positive relationship between employees' performance and customer satisfaction. This rejected the null hypotheses H4o, that there is no significant positive relationship between employee performance and customer satisfaction.

6.1. Limitations

While the above result offer insight into the study on performance management system at the Electricity Company of Ghana, it has some limitations. The major limitation is the sample size. The sample size of 123 present some challenges in the assumption of normal distribution for parametric analysis method (Triola, 2009). This may influence the Pearson correlation analysis, as it requires a normal distribution. Ideally, a much larger sample would offer better data. Another limitation is the concentration of the study in the Western Region of the company, instead of conducting the study in the entire company involving ten regions. The study was conducted in the Western Region instead of the entire company due to limited resources and time available for the study. This could also affect the result of the study.

The ECG respondents might not have fully understood the questionnaire due to their lack of understanding of the questionnaire in English, because this language has not been their mother tongue. In Ghana, English has been the second language and thus, the questionnaires might have been interpreted differently by some ECG employees.

This study is only focusing on ECG as one of the Public Utility Companies. It is therefore not reflecting the true picture of overall utility sector in Ghana. The future research should include the entire agencies in the power utilities sector, such as Northern Electricity Distribution Company (NEDCO), Bui Power Authority (BPA), National Grid Company (GRIDCO), and the Volta River Authority (VRA).

7. Conclusions and Recommendation

The outcome of the study clearly depicts that the profit declared by the Western regional branch of the Electricity Company of Ghana increased significantly over the period from 2012 to 2014. The trend in the profit declared attest to the fact that there is a statistically significant relationship between profit declared by the company and the implementation of the Performance Management System. However, the entire company declared losses during the period 2012 to 2014, and the management of the company must find out why the Western Region declared profit, but the company declared losses at the national level during the period. The finding agrees with the position of Benito et al. (2014) that there is a positive relationship between PMS and declared profit by an organization, meaning there is a likelihood that when an organization implement PMS, financial performance may improve which could lead to profit.

Majority of the respondents showed that to a large extent the satisfaction levels of their customers had increased. They indicated that the increase in satisfaction of their customers emanated from the introduction and implementation of the Performance Management System by the company. The finding confirmed the stands of Gelade and Young (2005) that customer satisfaction has a direct relationship with the implementation of PMS in an organization.

The introduction of the Performance Management System by the Electricity Company of Ghana has resulted in an improvement in the attitude of their employees towards work. Employees were able to work beyond their ability, they felt some level of belongingness, they performed challenging task and above all were committed to their jobs. The position of Bowen and Ostroff (2004) also confirmed that introducing PMS in an organization leads to improvement in the attitude of employees towards their work.

There was a positive relationship between the employees' performance and the customers' satisfaction following the introduction of the Performance Management System by the Electricity Company of Ghana. This position was also confirmed by the finding in the study by Grigoroudis et al. (2013) that there is a link between employee performance and PMS, where a positive employee experiences at the workplace often establish positive customer experience and eventually customer satisfaction. Hardworking employees were rewarded and lazy ones were sanctioned. Again, training programs were organized for the employees on quarterly basis. Even though training programs were organized for employees of the company, they were limited to management and senior staff members, neglecting the junior staff member. The training programs should be extended to the junior staff members as well, to cover the entire human resource of the company, to give a total positive effect of PMS on the organization.

The implementation of the PMS must be linked to promotion of employees from one level to another, to fill vacant positions, and for succession planning within the organization, by abolishing the process of inviting employees after working for a number of years for promotion interview before they are promoted. The adoption of this would make the PMS more effective and efficient, since employees would be more committed to the success of the system. The company employees would have confidence in the PMS, that when they perform, they would be recognized and rewarded. This support the position of Bowes (2009) that objectives need to be aligned throughout an organization, management needs to ensure that rewards are in tune with organizational goals and performance, good performance must be rewarded, and bad performance must be sanctioned.

8. Recommendations for Further Research

With reference to the research findings and conclusions, the following recommendations are made: This study shows that future research is considered necessary in some areas, especially in analyzing the employees' attitudes of an organization. Thus, while any management study would treat the employees' attitude as the dependent variable, there could be a possibility that these relationship might occur in the reverse order (Mohd Saudi, 2014). The qualitative design could be used instead of the quantitative research design, to give an in depth information of employees' attitude in an organization relative to performance management system.

A similar study should be carried out covering an entire organization or the power utility sector, instead of limiting it to the regions. The objective could be to explore why the region declared profit at a point in time, when the overall performance of the company was poor in terms of declared profit.

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