PERFORMANCE APPRAISAL SYSTEM AND ORGANIZATIONAL PRODUCTIVITY OF GOLIS TELECOMMUNICATION IN BOSASO, SOMALIA

BY

NAME: AWIL ISMAIL MOHAMED

REG: 1174-05196-13821

A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF ECONOMICS AND MANAGEMENT FOR THE PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTERS DEGREE OF ARTS IN HUMAN RESOURCE MANAGEMENT OF KAMPALA INTERNATIONAL UNIVERSITY

NOVEMBER, 2019

DECLARATION

I, **AWIL ISMAIL MOHAMED** declare that this research report is my original work and has not been submitted for any other award of a degree or any other academic award at any institution of higher learning.

Signature ....   **Date** …………………………………..

NAME: AWIL ISMAIL MOHAMED

APPROVAL

This research report has been submitted for viva voce hearing with my approval as supervisor.

Signature ....   **Date** ……………………………………….

DR. AUGUSTINE WANDIBA

DEDICATION

I would like to dedicate this research work to my parents, my brother and sisters and all the family members for the impact they have contributed towards my education. Thank you, and May the Almighty God bless you.

ACKNOWLEDGEMENTS

Thanks to the Almighty God for keeping me alive throughout along journey of my academic studies, may your Name be glorified, praised forever and ever!

I feel indebted to my beloved parents for the financial support and advice as far as my education is concerned, may God provide you a long lasting life.

I also wish to thank my supervisor, Dr. Augustine Wandiba, for his guidance, positive criticism and support in the production of this work. Thanks for giving me your time in preparing me to become a useful person to the societal community.

Special thanks go to my sisters and brothers, friends. for their unconditional love and support both financially and morally.

May God bless, you all

TABLE OF CONTENTS

ABSTRACT

This study examined the effect of performance appraisal system on organizational productivity in Golis Telecommunication in Bosaso, Somalia. The problem of the study was poor organizational productivity in Golis Telecommunication in Bosaso, Somalia. The following were the objectives of the study: (i) to examine the effect of management by objectives on organisational productivity of Golis Telecommunication in Bosaso Somalia, (ii) to establish the effect of training of appraisers on organisational productivity of Golis Telecommunication in Bosaso Somalia, and (iii) to assess the effect of appraisal feedback on organisational productivity of Golis Telecommunication in Bosaso Somalia. The study based on a cross sectional research design. Quantitative approaches were employed to conduct this study on the effect of performance appraisal system on organizational productivity in Golis Telecommunication in Bosaso, Somalia. The target population was 80. The sample size of the study consisted of 67 respondents from the target population. Secondary data was obtained from recorded documents, earlier studies and some publications on performance appraisal system and organizational productivity in Golis Telecommunication in Bosaso, Somalia. Other information was obtained from the internet. The coded data was entered into the Computer, checked and statistically analyzed using the statistical package for social scientists (SPSS) software to generate descriptive and inferential statistics. Descriptive analysis was applied to describe the primary variable and associated indicator items related to the study objectives. The findings indicated that management by objectives significantly affects organisational productivity, training of appraisers has a significant effect on organizational productivity, and appraisal feedback has a significant effect on organizational productivity of Golis Telecommunication. The researcher concluded; the more training of appraisers is effective it improves the organizational productivity of Golis Telecommunication in Bosaso Somalia. It was recommended that; Golis Telecommunication should select the right people in the first place through behavior-based testing and competency screening.

CHAPTER ONE
INTRODUCTION

1.0 Introduction

This study investigates performance appraisal system and organizational productivity of Golis Telecommunication in Bosaso, Somalia. This chapter entails the introduction to the study, background to the study, problem statement, purpose of the study and the research objectives. It also gives the research questions, hypothesis, scope and significance of the study, and also operational definitions of key terms.

1.1 Background of the Study

1.1.1 Historical Perspective

Globally, Performance Appraisal started around sixty years prior as a source of wage defence and was utilized to decide a representative's wage in light of Performance. Relations utilized Performance Appraisal to drive practices from the agents to get particular results. In practice this worked well for certain employees who were solely driven by financial rewards. In any case, where employees were driven by learning and advancement of their aptitudes, it bombed wretchedly. The hole between defence of pay and the development of skills and knowledge turned into a colossal issue in the utilization of Performance Appraisal. This ended up seeming in the late 1980s; the acknowledgment that a more thorough way to deal with oversee and remunerate Performance was required. This approach of overseeing Performance was created in the Assembled Kingdom and the Unified States substantially sooner than it was produced in Australia and now in Africa. Across the globe, the whole essence of the management activities of an organization culminates in the system of performance appraisal adopted in that organization (Broady-Preston & Steel, 2018). This, in turn, reflects the extent of the individual contributions and commitment of the employees in different hierarchical levels toward the achievement of organizational objectives/goals. It goes without saying that an effective performance appraisal system can lead an organization to take strides towards success and growth by leaps and bounds. Conversely, an ineffective performance appraisal system can seal the fate of an organization by creating chaos

and confusion from top to bottom in the administrative hierarchy (Brown & Benson, 2015).

In Africa, most managers of organisations have increased emphasis upon the need to develop and put into greater use of the knowledge, skills and experience of their workers at all levels through the recent history (Coens & Jenkins, 2017). As a result of this, the accountability for improving both the current performance and career potential of subordinate is assuming greater significance in the practise of management. Although, appraisal exercise is still a difficult approach to be put into a successful practise by various organisations, but many organisations have taken the advantage. In effect, appraisal practises may do far more harm than good; therefore, it is important to examine the methodology of performance appraisal. (Cook & Crossman, 2016). In Africa, according to UNDP report (2009), a large number of subs Saharan African countries have boarded on some reforms in public administration these reforms coupled with a growing interest of the public.

In Somalia, many organisations since the early 19th century have always faced the problem of satisfying their workers, despite the fact that they are given incentives. This happens because most of these are telecommunication companies that have been unable to appraise the performance of their employees appropriately. In appraising the employees, most superior officers have not been particular about the behaviour that affects the defined goal of the company, but they have had a bias opinion of subordinate they are to appraise. (Den Hartog, Boselie & Paaiwe, 2016). In Somalia despite, early effort to establish reforms towards good performance appraisal system to increase productivity, less progress was achieved in the early 1990s, several laws and decrees confirmed government efforts to move on with the reform agenda. But long crisis has harmed socio-economic sectors and led to an unravelling of the social and cultural fabric, destruction of infrastructure and disorganization in the public administration after the death of the elected democratic president killed by the high military officials.

Golis Telecommunication has experienced a decline its organizational productivity in the recent past due to its performance appraisal practices (DeNisi& Pritchard, 2016). The attitude of management, superior or the company of the appraise towards it and the employee's skill as achieving its objectives are believed to have been responsible for this scenario. Although, it spends lots of money in developing performance appraisal form, at the end, the subordinates do not know what the performance appraisal is about; their scores are not revealed to them, so that improvement will be made.

1.1.2 Theoretical perspective

The study was based on Goal Setting theory. The theory was developed by Lotham and Locke in 1979. The theory assumes that employees are expected to perform in certain ways to optimize the operations of an organization. In order to achieve this, numerous ways have been tried on employees to keep them doing as they are supposed to. While some of these have worked some have not. What makes the employees perform in the optimum level desired by their employers falls into the field of motivation. Latham and Budworth (2017) stated that the motivation of employees is the dominant concept in the field of industrial and organizational psychology today. This is also evident from the amount of research that has been done on employee motivation toward the end of the last century. However, this was not the case in the first start of the twentieth century as the focus was primarily on employee selection.

Smither (1998) indicates that among all other work motivation theories, goal setting theory is currently the most researched one. Locke (1978) believes that goal-directedness is one of the major attributes of all living things; however, not all goal-directed actions are purposeful.

Latham and Locke (1991) state that an individual's goals regulate conscious human behavior, and that is what that makes it purposeful. They further elaborate on the notion that human behaviors are unique among living things, as their behaviors are not only goal-directed, but also conscious in nature. In other words, the basic underlying logic behind goal setting theory is that human actions are purposefully directed ones. The question of why some employees do their job better than others is the main focus

of goal setting theory. The theory's immediate focus is to be able to understand the individual differences on fulfilling work-related tasks. According to goal setting theory, having different performance goals is the underlying motivational explanation for why some people perform better than others.

Even though Goal Setting Theory is regarded as the most useful motivational theory that is supported by empirical research, there is also a lot of criticism of the theory. Yearta, Maitlis, and Briner (2015) point out that much of the research was done in controlled environments and the goals that were supposed to be achieved by the subjects were straightforward and very clear. However, in authentic, real-life organizations, the tasks that are supposed to be completed are usually more complicated and unclear, unlike in controlled laboratory settings, which often results in not being able to determine whether a goal is achieved.

1.1.3 Conceptual perspective

Performance Appraisal is the systematic evaluation of the performance of employees and to understand the abilities of a person for further growth and development. Performance appraisal is generally done in systematic ways which are as follows: The supervisors measure the pay of employees and compare it with targets and plans. The supervisor analyses the factors behind work performances of employees. The employers are in position to guide the employees for a better performance. Performance appraisal is a measure of performance of an employee in accomplishing goals and plans of an organization within a specific period of time. Performance appraisal system provides feedback to the employees on their performance and helps him to take utmost care and attention, where it deserves (Cawley, etal, 2018).

Armstrong (2015) defines performance appraisal system as an evaluation and grading exercise undertaken by an organization of all its employees either periodically or annually, on the outcome of performance based on the job content, job required and personal behavior in a given position.

Brown (2015) defined performance appraisal system as a process of combining both written and oral elements whereby management evaluates and provides feedback on employee job performance, including steps to improve or redirect activities as needed.

Productivity is an overall measure of the ability to produce a good or service. There are two major ways to increase productivity: increase the numerator (output) or decrease the denominator (input). A similar effect would be seen if both input and output increased with output increasing faster than input; or if both input and output decreased with input decreasing faster than output. A productivity ratio can be computed for a single operation, a department, a facility, an organization, or even an entire country. Productivity is an objective concept, which can be measured, ideally against a universal standard (Caruth, 2016).

According to Langdon (2017), defined productivity as the actual work that is done to ensure that an organization achieves its mission. In his view, productivity produces an output (O), tangible work in the form of a product, service, or knowledge. He also regards feedback as an essential element of productivity.

Productivity is originally what an employee or an organisation does or does not do. It could include / quantity of output, quality of output, timeliness of output, presence at work, cooperativeness (Gunger, 2015).

From Deadrck and Gardner (2015) points that productivity could be defined as the record of outcomes achieved for each job function, during a specified period of time. On the other hand, Darden and Babin (2016) said, productivity is a rating system used in many organizations to decide the abilities and output. Good productivity has been linked with increased customer perception of service quality, while poor performance has been linked with increased customer complaints.

1.1.4 Contextual perspective

Globally performance appraisal system is a recent development which adopts a future-oriented strategic focus on managing performance and is applied to employees in a workforce in order to maximize their current performance and is applied to employees in a workforce in order to maximize their current performance and future potential (Cole, 2015). The increased focus on performance at all levels in an organization arises from the pressure of globalization and the associated requirement to create competitive advantage in order to survive in an international market place (Chiponda, 2016). Fletcher (2015) observed that United States economic prosperity has led to labour shortages, which are pushing organizations to engage in creative performance appraisal system and retention practices and to employ workers from non- traditional sources, leading to a more diverse workforce. Many local governments in Africa had started to utilize the performance appraisal system to serve its institution. The appraisal has been extended and implemented at the central government level since 1994 to meet the requirements of the entire civil service in each country (GOK, 2015).

In Africa, at sub-county local government in Tanzania, performance is critical to the achievement of its mission which is; to provide improved service delivery to its clients and citizens with efficiency and effectiveness. Staffs in sub-county local governments perform different functions of the council with deadlines and numerous performance targets. However due to bureaucracy, organization politics and lack of performance appraisal system (as noted by the performance review report, 2018) have hindered the integration of appropriate performance management into specific situations. Consequently, productivity has been hindered by poor or lack of appraisal systems as a result of slow adoption of newly advocated strategic performance based requirements for change in performance. This had undermined job productivity, job quality and job accomplishment that are important for stimulating performance (Gupta, 2018).

In Somalia, currently Golis Telecommunication staff are appraised on annual basis those who are on permanent while those on probation are appraised on six months' basis. As a result of appraisal, some staff are promoted, others are re-deployed to different duty

stations, and unfortunately others are retrenched, trained among other actions. This has a great impact on their performance. But there are questions to be asked after this appraisal process (Mansor, 2015).

Recently, Golis Telecom, Bosaso has invested so much in other factors of production such as machinery, information technology, funds etc but unfortunately place little value on manpower. In this regard, little attention is directed to improving the human capital which is the anchor of every organizational success story. However, lack of effective performance appraisal system in the company unfortunately makes assessment of individual employee extremely difficult and m that vain most organizational targets are not periodically achieved hence lack of direction and low productivity (Gupta, 2018).

1.2 Statement of the problem

It has been mentioned in several studies that the performance of an organization depends on the effectiveness of performance appraisal used in that organization (Angari, 2018). Greatly staff of the organization are appraised regularly to evaluate their performance overtime. The performance of the organization further depends on the effectiveness of the performance appraisals used. Currently in Golis Telecom, it has been revealed that there has been consistently poor organizational productivity making the organization to be less profitable, market share and poor brand image. Despite of the use of performance appraisals, Golis Telecom has consistently reported poor performance, (Golis Telecom Annual Report, 2016). The poor performance of the Company has been associated to the performance appraisal exercise /programs that are not well designed and focused. In addition, most performance appraisal managers at Golis Telecom are not measured or held accountable for providing accurate feedback. While they may be punished for completing them late, there is no penalty for doing a half-assed job or making mistakes on them, which is unbelievably common (Golis Telecom Annual Report, 2016). As a result of poor performance appraisal, the company has lost much of its market share and public image hence low organizational productivity. Golis Telecom has done little to exactly test and provide viable evaluations

to the staff members, the staff evaluation done in 2016/2018 by Human resource department seem not be implemented according the need of customers. There are no programs concerning appraising, motivation, rewarding and training of employees associated with lack of effective appraisal, and this problem has resulted not negative consequences such as work in-efficiency, poor service delivery and absenteeism among workers. Poor productivity is a frequent phenomenon among Golis Telecom workers, this problem has been caused by poor staff appraisal, high rate of corruption among workers and poor planning by Golis Telecom authority leaders (Ministry of Telecommunication, 2015). Therefore, the heart of this research was to find out the relationship between performance appraisal organizational productivity of Golis Telecom, Bosaso, Somalia.

1.3 Purpose of the Study

The purpose of the study was to explore the effect of Performance Appraisal System on Organizational Productivity of Golis Telecommunication in Bosaso, Somalia.

1.4 Objectives of the Study

1.4.1 Specific Objectives

  i. To examine the effect of management by objectives on organizational productivity of Golis Telecommunication, Bosaso, Somalia

  ii. To establish the effect of training of appraisers on organizational productivity of Golis Telecommunication, Bosaso, Somalia

  iii. To assess the effect of appraisal feedback on organizational productivity of Golis Telecommunication, Bosaso, Somalia.

1.5   Research Questions

  i. What is the effect of management by objectives on organizational productivity of Golis Telecommunication, Bosaso, Somalia?

ii.   What is the effect of training of appraisers on organizational productivity of Golis Telecommunication, Bosaso, Somalia?

iii.   What is the effect of appraisal feedback on organizational productivity of Golis Telecommunication, Bosaso, Somalia?

1.6 Scope of the Study

1.6.1 Geographical Scope
The study was conducted from Golis Telecommunication Bosaso, Somalia. The company offices were located in the heart of Bosaso city within Puntland State which is geographically located in the eastern portion of Somalia. The study was conducted from Golis Telecom because of its recent decline in the organisational productivity.

1.6.2 Content Scope
The study focused on Performance Appraisal System as an independent variable while Organizational Productivity was a dependent variable since the two were interlinked variables.

1.6.3 Time Scope
The study covered a period of eight months and took place from August 2018 to August 2019 because of the nature of exercise that was undertaken in gathering, editing and processing data.

1.6.4 Theoretical Scope
This study was based on Goal Setting Theory developed by Lotham and Locke (1979). States the importance of employees' motivation through setting of targets and is widely recognized as a technique to improve performance. It emphasizes the need to agree and set targets which acted as standard of performance capacity.

1.7 Significance of the Study

It is expected that findings from this study will be of importance to the management and members of telecommunications firms to understand how performance appraisal should be conducted. The findings of this study will also assist the management of telecommunications firms in decision-making regarding how to use performance appraisal system to improve the organisational productivity of companies

The study will help managers in other organizations in setting goals and targets for employees to achieve through proper supervisory control by line managers. It will also assist in motivating employees who contribute effectively to the attainment of organizational goals and objectives.

This study will be helpful for the management of the Golis Telecommunication industry to implement new organizational policy based on both worker and the company to find ways of improving their managerial system. For any researcher willing to work under the same field of research, this work will serve as a cone stone based on the organizational productivity as resulted from a good HR management policy implemented from telecommunication companies in general.

The study may be significant to the researcher in fulfilling one of the requirements for award of master's degree of Human resource management

1.9 Operational Definitions of key terms

A performance appraisal (PA), also referred to as a performance review, performance evaluation, (career) development discussion, or employee appraisal is a method by which the job performance of an employee is documented and evaluated. Performance appraisals are a part of career development and consist of regular reviews of employee performance within organizations (Muchinsky, 2016).

Organizational productivity is defined as an index that measures output (goods and services) relative to the input (labour, materials, energy, etc., used to produce the output) (Pettijohn, Parker, Pettijohn, & Kent, 2015).

Management by Objectives (MBO) is a method of performance appraisal in which managers or employers set a list of objectives and make assessments on their performance on a regular basis, and finally make rewards based on the results achieved (Prowse & Prowse, 2009).

Training refers to the organized procedure by which people learn knowledge and/or skill for a definite purpose' (Rao, 2016).

Appraisal feedback refers to the exchange of information involves both performance expected and performance exhibited (Roberson & Stewart, 2016).

Profitability is the ability of a business to earn a profit. A profit is what is left of the revenue a business generates after it pays all expenses directly related to the generation of the revenue, such as producing a product, and other expenses related to the conduct of the business activities (Storey & Sisson, 2015).

Market share is the percentage of an industry or market's total sales that is earned by a particular company over a specified time period. Market share is calculated by taking the company's sales over the period and dividing it by the total sales of the industry over the same period (Sole, 2009).

Reputation/ Brand image is an opinion about that entity, typically a result of social evaluation on a set of criteria. It is important in business, education, online communities, and many other fields (Soltani, 2015).

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter was arranged in four subsections, theoretical review, conceptual review and framework, empirical review of the related literatures, and research gaps and these were reviewed in line with the research objectives.

2.1 Theoretical Review

The study was based on Goal Setting Theory developed by Lotham and Locke in 1979. The theory states that employees are expected to perform in certain ways to optimize the operations of an organization. In order to achieve this, numerous ways have been tried on employees to keep them doing as they are supposed to. While some of these have worked some have not. What makes the employees perform in the optimum level desired by their employers falls into the field of motivation. Latham and Budworth (2017) stated that the motivation of employees is the dominant concept in the field of industrial and organizational psychology today. This is also evident from the amount of research that has been done on employee motivation toward the end of the last century. However, this was not the case in the first start of the twentieth century as the focus was primarily on employee selection.

Latham and Budworth (2017) examine the twentieth century industrial and organizational psychology literature in order to track the development of interest in employee motivation. They find out that in the first quarter of the century, observable behaviours and the stimuli behind them were the main interest of behavioural psychologists. Those psychologists were not interested in the motivational impetus of those behaviours. Attitudes were believed to be the driving force behind employee motivation in the second quarter of the century. It was in the third quarter of the century that industrial and organizational psychologists started to focus on employee needs and their cognition, which provided the fundamental structure of the theories of employee motivation.

2.2 Conceptual Framework

The figure below presents the conceptual framework for the study. It is a diagrammatic representation of how the study variables under investigation are conceptualized to be related to each other by the researcher

Independent variable　　　　　　　　　　**Dependent Variable**

Performance Appraisal　　　　　　　　　　 **Organisational Productivty**

| **Management by Objectives (MBO)**

• Measureable goals
• Specific goals
• Process oriented goals
Training of Appraisers

• Effective communication skills
• High technical skills
• Interpersonal skills
Appraisal feedback

• Prompt solutions
• Efficient implementations | → | **Profitability**
Market share

• Increased management share
• Counseling share
Reputation/ Brand image |
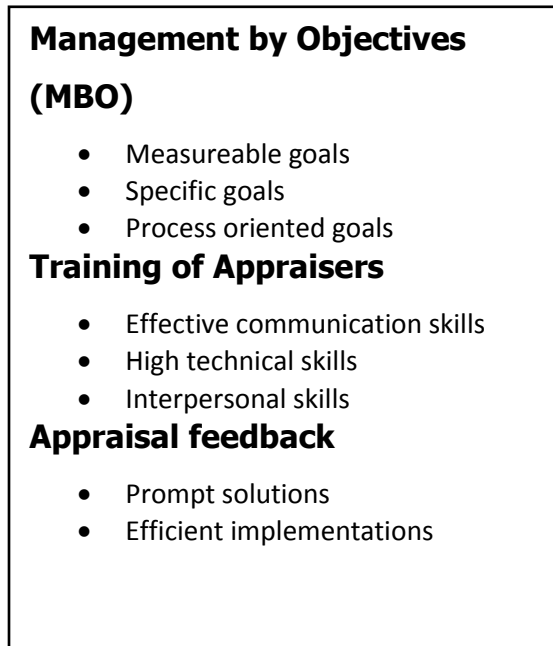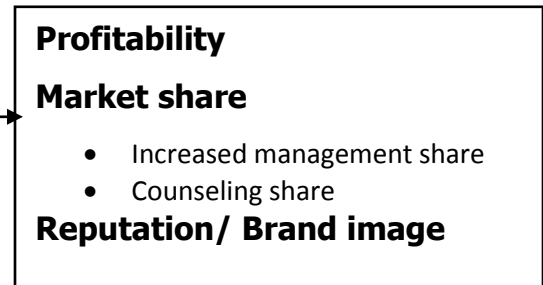
Source: Adopted from Chamsers (2015), Cosserat (1999), Ridley and Chambers (1998)

The independent variable was perceived as performance appraisal whereas the dependent variable was organizational productivity. The independent variable focuses on; Management by Objectives, training of appraiser and looking for feedback, the dependent variable concerns profitability, market share and Reputation/ Brand image. This was intervened by government policies, organisational Culture and quality of management.

Performance appraisal pertains to the whole process and procedures governing the performance appraisal in the entire organization as well (Jawahar, 2017). It is the primary resource management function of an organization (Dulebhn & Ferris, 1999). The significance of performance appraisal in an organization is upheld by organizational

researchers, for instance, (Bohlander & Snell, 2017; Desler, 2016; Gomez-Mejia, et al., 2017). On the other hand, Grubb (2017) views performance appraisal as a deficient process because it is costly, widespread and counterproductive activity. Performance appraisal according to him is a useless activity even though it is administered with the intention to oversee and make better the performance of individual employees and to improve the overall efficiency, effectiveness and productivity of an organization.

Grubb (1999) mentions that supervisors and employees seem to dislike performance appraisal as they probably know that it is just a game of make believe but still it goes on as a practice. Some are of the opinion that performance appraisal should not be practiced anymore even if it is a process to know how they perform individually, how they can improve their work performance and contribute to the performance of the organization. The practice of performance appraisal is constantly resisted as a hopeless method of attempting to improve performance because it is erroneous and degrading. This argument is supported by Gomez-Mejia, et al., 2017) maintaining that when a performance is not measured accurately and a feedback is poorly given, its costs may exceed the potential benefits of conducting the appraisal. Arguably, performance appraisal has aroused more controversy than most human resource management practices.

2.3 Review of Related Literature
The review of related literature was presented following the study objectives;
2.3.1 Effect of Management by Objectives on organizational productivity
Armstrong (2015) argues that most of the traditional methods of performance appraisal are subject to the antagonistic judgments of the raters. It was to overcome this problem; Peter F. Drucker propounded a new concept, namely, management by objectives (MBO) way back in 1954 in his book. The Practice of management. The concept of MBO as was conceived by Drucker, can be described as a "process whereby the superior and subordinate managers of an organization jointly identify its common goals, define each individual's major areas of responsibility in terms of results expected

of him and use these measures as guides for operating the unit and assessing the contribution of each its members".

Management by objectives was defined by Armstrong & Baron (2015) as a technique of system or method of management whereby the superior and subordinate managers of an organization agreed on its broad goal, translate these goal into a chain of specific short term goals, defined each individuals major areas of responsibility in terms of result expected continually reviewed the accomplishment as the sole basis of assessing and rewarding them.

Broady-Preston & Steel (2018) argues that management by objectives gives the employee the opportunity to participate in decision making, the limits within these limits. It assumes that the employees has been properly selected and trained, and is informed that the employee will be responsible for achieving the desired results in the organization.

According to Brown & Benson, (2015) organizations are designed by people to overcome individual limitations and achieve individually. Hence, organization becomes a means of survival for the people and exerts an important daily influence on the life of the people and the way they live. The major decider for the survival of any organization is the presence of capable men and women with the right technique to combine the organization resources (Man, Machine, materials and Money) to achieve organization goals (Brown, 2017).

Caruth & Humphreys (2016) note that it is appropriate to note that management of companies in Nigeria lack sufficient techniques to make them manage effectively. Some of these tools are not used and when used, they are not properly utilized. Management by objective is not only a managerial strategy to achieve a well coordinated managerial goals, but it is also a popular management techniques that cut across for pervade all human activities namely business areas, educational, government, health care and non-profit organization.Most of the techniques, system, tools of management are hardly understood resulting in losses and damages to the organization. Besides it is the wrong

use of techniques and unwillingness of top management to utilize the right tool to solve the management problems.

To accomplish anything, know whether or not you have done so, compare achievement, with objectives. MBO is an effort to be fair and reasonable to predict performance and judge it more carefully, and presumable to provide individuals with an opportunity to b self motivating by setting their own objectives Konntz and O'Donald noted that one of the most important and fascinated development in the management scene has been the establishment of programme of management by objectives. Realizing how difficult and cumbersome, it is for managers to accomplish ambiguous goals quantitatively or qualitatively objectives are set for managers which they are required achieve.

Peter Drucker, a proponent of management by objectives is perhaps that it makes it possible for a manager to control his own performance. He further asserts that self control means stronger motivation implying the describe to always achieve or do the best rather than just do, fast enough to by. He believes that the importance of MBO is higher performance goals and also broader vision. Doglas McGregor, on his part said that one of the cause of failures of appraisal system stems from the facts that supervisors dislike plying God that is making judgment about another man's worth. He recommended instead than an individuals should set his own goals, checking them out with his superior, and should use the appraisal sessions as a counseling device. Thus, the subordinate achieve his own goals instead at dehumanized inspector of products.

Cawley, etal (2018) compare management by objective with the Balanced score card and indicated that both of them focus on "goal cognisance as a means of improving organizational productivity". But management by objective had two significant flaws "identified as partial implementation of the system and non-recognition of the need to adopt a human-relations view".

Management by objective helps improve organizational productivity. Three studies examine this relationship. Chiang & Birtch (2017) conducted the meta-analysis of management by objectives applications in both public and private sectors resulting that

100 percent of the public sector studies reported organizational productivity gain after the introduction of management by objective. Their findings pointed out that high commitment to management by objectives from top management will create the significant gain, and management by objective in both public and private sectors was equally effective. Coens, & Jenkins, (2017) examines current organizational productivity appraisal methods. Two hundred and fifty managers in the U.S. were asked through questionnaires about organizational productivity appraisals. The responses revealed that management by objective has remained a popular format.

In the literature on the relationship between participation in decision making organizational productivity, Cook & Crossman (2016) conduct a quasi-experimental field study campaigning participation and tell-and-sell strategy. The result indicated that participation in the design of organizational productivity management systems gave the higher organizational productivity from individual technicians than tell-and-sell strategy did. Researchers also explored the relationship between management by objective and team organizational productivity, and the result demonstrated that management by objectives is the powerful tool to develop group efficiency. Although some studies gave negative feedback, management by objective is still widely accepted in most organizations. (Den Hartog, Boselie & Paaiwe, 2016).

Management by objective helps communicate between managers and subordinates, which will lead to the goal achievement. Also the higher commitment in management by objective from top management will generate the significant gain in both public and private sectors. As for extra-rolebehaviour, participation in management by objective gives higher organizational productivity and creates self efficacy from workers as the study shows the result that "people who know that they have effective ways of performing a task will be more confident than people who are unsure of how to perform effectively" (DeNisi & Pritchard, 2016). Management by objective is useful. This managerial tool gives positive effect on job satisfaction, team organizational productivity, organizational productivity appraisal, self-efficacy and organizational productivity. By setting reasonable and challenging goals, not looking at the

subordinates as tools and rather applying participation in decision making, the use of management by objective is an organization is a powerful tool in management

2.3.2 Effect of Training of Appraisers on organizational productivity

Training is a means of supplementing an employee's academic education and to equip him with qualities to enable him or her undertake an assignment at a higher level. Training must always aim at addressing actual rather than imagined. A major weakness of performance appraisal programme is that managers and supervisors are not adequately trained for the appraisal task and provide little meaningful feedback to suborndinates, (Bohlander and Snell 2016). Most supervisors lack precise standards for appraising subordinate's performance and have not developed the necessary observation and feedback skills, their appraisal often become nondirective and meaningless.

Abu-Doleh & Weir (2017) separate training sessions into three groups: raters, rates, and decision makers. The writers continued to say that training should foe us on clarification of the information provided in the manuals, for raters and ratees and should 'sell' the benefits of the program to all system users including top management. The training should cover interviewing techniques, performance coaching and mentoring, counseling, documentation and conducting formal appraisals.

Going through these could help improve the effectiveness of appraisals. In developing an effective performance appraisal system, managers and supervisors should understand the most effective technique of appraising employees. It is important to provide appraisers with all the relevant documentation and to hold frequent consultations with appraisers to ensure consistent implementation of the appraisal policy (Armstrong, 2015).

Prowse, etal (2009) observed that training appraisers serve as a basis for the employee's self-development and as a basis for sound company program for the guidance and development of personnel. They indicated that promotion and pay

increases could be based on objective performance data rather than favoritism, subjectivity, observations or opinions. By evaluating the employee's achievements, management helps them to discover their strengths and weaknesses. This should motivate the employees to raise their level of performance. Where training appraisers allows the staff to get monetary and none monetary rewards from management, it gives the most significant benefit for employees. In such a situation, it gives management and employees the chance to schedule time for one-on-one discussion on the performance over the period. This discussion between employee and supervisor allows them to identify the main issues that impede their performance and work. In the same vein, they will find measures of addressing the concerns raised (Rao, 2016).

It has been observed from all over the world that organization that provide constant feedback on training appraisers to their staff create a strong ban between direct reports and supervisors only if the appraisal is conducted properly and fairly (Jawahar, 2017). This process also gives the opportunity to staffs to review their performance and discuss the issues and difficulties they are facing in the work and how to achieve the aims and objectives in the future time. These direct interactions between subordinate and supervisor give the opportunity to chat ways to achieve future goals leading to the enhancement of productivity. More so this process gives the best time for staff to chat with their supervisors without any hindrance or obstruction (Njeru, 2015).

 Mansor (2015) noted that training appraisers allows the supervisors and staff to discuss the future targets, training, rotation needs, orientation and performance prospects if needed. The training appraisers also allows subordinates and supervisor to discuss the existing working skills or identify any skills that might be lacking and to plan career development needed to enhance working skills in the future (Dyek, 1997). Here, supervisors highlights the key skills and innovations, and arranges for the future career inspirations. This discussion can be useful to measure the productivity of the organization, for the recruitment and orientation process. For example, the feedback can provide information about how staff is performing, their training needs, future aspirations and identify none performing staff. Appraisal data can also provide

information on how well the recruiting strategies are working or what development process is good enough for the effectiveness of staff. Thus, training appraisers can be regarded as a data sheet highlighting the overall performance of all staff by telling how well productivity has improved, remained the same or fallen (Lee, 2015).

2.3.3 Effect of appraisal Feedback on organizational productivity

Brown (2017) noted that giving individuals feedback on how well employees are doing in their jobs is held to meet a variety of needs; from organizations point of view, it assist effective learning so that tasks are completed correctly and helps maintain and stimulate effort towards specified goals; from the individual's viewpoint, feedback can satisfy any personal need for information on progress and facilitate social comparison with others, Armstrong & Baron (2015) also intimated that provision of performance feedback is a necessary condition for goals to have their full effect. The "annual review", where the manger shares the employees' evaluations with them, can become a problem. The annual review is additionally troublesome if the manager "save up" performance-related information and unloads it during the appraisal review (Broady-Preston & Steel, 2018).

Performance feedback should be specific, timely, accurate understandable, and presented in an atmosphere of cooperation and support so as to improve subsequent employee performance (Brown, 2017). The solution also lies in having the manager share with the employees both expectations and disappointments on a day-to-day basis. By providing employees with frequent opportunities to discuss performance before any reward or punishment consequences occur, there will be no surprises at the time of the annual final review. Also feedback should be given in a manner that will best help improve performance. Employees and managers generally benefit from honest, objective feedback about how things are going. A constant exchange of information, often generated through what might be described as 'performance conversation', helps everyone to stay on track and the organization to stay competitive (Brown & Benson, 2015).

In spite of the fact that organizations strive to improve its performance by assessing its employees from time to time, it is also important that they try to motivate their employees in order that their employees improve upon their performance. Motivation may be seen as the level of desire of an individual to behave in a certain manner at a certain time. In general, people's behaviors are determined by what motivates them. Their performance is a product of both ability level and motivation (Caruth & Humphreys, 2016). Other writers also suggest that the level of performance is attained by three independent factors: ability, motivation and resources. This statement presumes that when employees are well resourced they will be motivated to achieve their targets.

Studies have shown that if appropriate goals are set for individuals and groups, and in a manner which is acceptable to those concerned, higher levels of motivation and performance are likely to be achieved. Appropriate goals have been found to direct attention and action, mobilize effort, increase task persistent, and motivate the search for appropriate performance (Cawley, Keeping & Levy, 2018).

According to the equity theory (Chiang & Birtch, 2017), all workers want to be treated fairly. It is vital for supervisors to understand how things wish for fair treatment- relates to workers motivation. In evaluating performance appraisal all workers should be treated fairly devoid of biases as this will ensure the success of the appraisal program.

Mathis et al (2016), indicated that there is a link between reward employee receives and performance appraisal. He describes the linkage as follows: Organizational productivity → Performance appraisal → Rewards. This implies that when employees achieve their targets or increase their outputs, they need to be rewarded and this motivates them to continue to work harder. The writers further stated that if any part of the appraisal process fails, the better performing employees do not receive larger pay increase, resulting in perceived inequality in compensation. A research by (Coens & Jenkins, 2017) has also reported that appraisees seem to have greater acceptance of the appraisal process, and feel more satisfied with it, when the process is directly linked to rewards.

2.4 Related Studies

According to Cook & Crossman (2016) said that the concept of performance appraisal in every work setting, performance need to be evaluated, as all efforts are supposed to be geared towards achieving organizational objectives. Den Hartog, Boselie & Paaiwe (2016) seen performance appraisal as an attempt to thinks clearly about each person's performance and future prospects against the background of his/her total work situation. In the same direction Erdogan, (2018) define it as a system used to review the individuals performance during a set period to identify his areas of strength and weakness and establish target for his/her for achieving within the overall corporate objective of the organization. He further assets that performance evaluation is not just an inquisition but a means to developing the employees on his/her job. Performance appraisal is a process of formal evaluation of employee's action over a period of not more than a year. It involves three processes a subordinate is assigned a problem area and gains experience in recognizing crucial faces of it (Armstrong, 2015).

Gradually assumes primary responsibility for his areas smooth functioning and receives a performance evaluation from his superior. Fletcher (2015) suggests that "performance appraisal is a systematic and objective way of judging the relative wrath or ability of an employee in performing hi task it primary help to identify those who are performing their assigned task well and those who are not, and the reason for such performance. This depicts that performance appraisal is not end itself but a means to an end, that is it seeks not to be judgment but corrective performance appraisal is important both to the organization, it provides information about job performance and potentials. It helps responsibilities on the basis of competence and to plan relevant training and development it also enable the organization to reward the individual adequately and to learn of his views and aspirations concerning his own career (Sudarsan, 2009)

To the employee, appraisal help employee to know the role expected of him/her in the achievement of the corporate objectives. It also helps the employee to know the standard of performance required so that they can evaluate their own performance.

Performance appraisal also helps the employee to appropriate his prospects and enable employee to organize him/herself development (Soltani, 2015).

The importance of performance appraisal can be condensed thus: it is necessary in order to allocate resource in a dynamic environment, reward employees, give employee feedback about their work, and maintain fair relationship within groups (each and develop employees and comply with equal opportunity regulations. Appraisal systems are therefore necessary for proper management and for employee development (Gupta & Upadhyay, 2018). Objective of performance appraisal various scholar and practicing managers have viewed the objective of performance appraisal in varied ways. Some conclude that it is a punitive /judgmental, which others view it as a corrective measure (Soltani, 2015).

It is a structural formal interview between subordinate and superior that usually takes the form of periodic interview (annually or semi-annually) in which the work performance of the subordinate is examined and discussed, with the view to identifying the weakness and strength as well as opportunity for skills and development (Keeping & Levy, 2017).

Performance refers to the degree of accomplishment of the task that makes an employee's job. It reflects how well employee is fulfilling the requirement of the job. Performance appraisal is "the process of observing and evaluating an employee's performance, recording the assessment and providing feedback to the employees" (Lee, 2015).

Performance appraisal is "a formal assessment of how well employees are doing their job". Thus employees' performance should be evaluated regularly for many reasons. Some of these reasons are; it may be necessary for validating selection devices or assessing the impact of training programs. It is administrative- that is it aids in making decisions about pay raises, promotions and training. To provide feedback to employees to help them improve their performance and plan future careers (Mansor, 2015).

In every business organization, the performance of the employees is important in achieving organizational goals. The success of every business organization can therefore be attributed to performance appraisal. Performance appraisal is one of the basic tools that make workers to be very effective and active at work. A critical look out on this may bring about the need for motivation, allowances, development, training and good human relationship in an organization (Soltani, 2015).

Performance appraisal is defined as "a structural formal interview between subordinate and supervisor, that usually takes the form of periodic interview (annually or semi-annually), in which the work performance of the subordinate is examined and discussed, with the view of identifying the weaknesses as strengths as well as opportunities for improvement and development" (Mone & London, 2017).

The output of every organization depends on how well and how much the performance of the employee is appraised and evaluated. Organizational productivity can therefore be defined as "quality or volume of the major product or services that an organization provides". In short, organizational productivity is what comes out of production. Managers of every business organization are charged with the responsibility to motivate their employees to achieve organizational goals. Without a good product to sell, problems in an organization are bound to rise (Soltani, 2015).

The basic aim of every business organization is to achieve its objectives, goals or targets successfully. Goals set by organization will only be in vain if much attention is not paid to employees' effort or performance for successful accomplishment. In other to achieve set goals and objectives successfully, there is the need to focus on performance appraisal. Performance Appraisal should be linked to attractive incentive to employees, enabling workers to demonstrate higher organizational productivity (Schraeder & Portis, 2017).

Most organizations in the competitive market fail since their workers perform below standard for they are not encouraged to work harder. Managers and employees are the life blood of every business organization. If management does not invest much into the

welfare of their workers, problems are bound to rise leading to industrial strike actions, low commitment to work, low morale and low organizational productivity of goods and services (Pettijohn & Kent , 2015).

Attractive appraisal systems are established by some business organizations to help motivate their employees to strike hard to be recognized and rewarded. Once employees are motivated, their performance reflects on organizational productivity. Employees strive hard by pooling together skills, knowledge and efforts to achieve maximum output. Hence the essence of this paper is to find out the part played by performance appraisal (Sudarsan, 2009).

According to Oberg (2018) formal performance appraisal is familiar to most Managers either from painful personnel experience or from the growing body of critical literature". In his view, performance appraisal programme demand too much from supervisions. They obviously require at least periodic supervision observation of subordinate's performance. The typical first time supervision can hardly know in a very adequate way which each of his/her numerous subordinates are doing. Piguish, (2015) observed that all student of rate is i.e being either too lenience or too tough constitutes a limitation to successful appraisal". Consequently, standard and rating tend to vary widely an often, unfairly. Some departments have tightly competent people, others have low competent people. As a result employee's receives high or low rating depending on the competence or lenience of the rate. Personal values and bias also limits the effectiveness of the appraisal programs.

It seems obvious that the appraisal process cannot go for forward attaining the goals unless there is effective communication between the evaluator and the person being evaluated. No performance appraisal system of causes can be very effective for management or any other purposes until expected of them and by what criteria they are being judged one of the most notable limitation of performance appraisal system of causes can be very effective for management decisions, organizational development or any other purposes until expected of the most notable limitation of performance appraisal system is the complete reluctance of the supervisors to lake the time and

trouble to go the rudiments of preparing the periodic appraisal of each of the subordinates and especially to discuss the result with them.

There may be sound reasons according to McGregor for this reluctance, as many supervision are uncomfortable when they are placed in the position of playing with God. Another limitation that operators practice is that performance appraisal is so often made recorded filed and forgotten. Yet personnel decisions are made as a late time without reference to those appraisal, despite the fact that the whole purpose of performance appraisal is to improved the employee's performance by promotion, favourable transfer merit wage and salary increase. Thus, if performance appraisal can be more clearly related to performance standards expected on each job, it is also likely to be criticized as wholly subjective because such traits as dependability and initiative are being evaluated. Another limitation of performance appraisal is the difficulty of establishing performance standard for professionals and technical employees such as scientists and engineers.

2.5 Research Gap

According to Soltani (2015) suggested that formal performance appraisal is familiar to most managers either from painful personnel experience or from the growing body of critical literature". In his view, performance appraisal programme demand too much from supervisions. They obviously require at least periodic supervision observation of subordinate's performance. The typical first time supervision can hardly know in a very adequate way which each of his/her numerous subordinates are doing.

Consequently, standard and rating tend to vary widely an often, unfairly. Some departments have tightly competent people, others have low competent people. As a result employee's receives high or low rating depending on the competence or lenience of the rate. Personal values and bias also limits the effectiveness of the appraisal programs. This term replace organizational standards (Moorhead & Griffin, 2015).

However this does not mean that appraisal lacks standards but that the standards they are sometimes wrong ones. The situations where a subordinate may be unfairly rates

so that he will not promoted out of the rate department Sole (2009) believes more often than not some right bias indicates favored treatment for some employee". There is also a communication gap between the employee and the appraisal by which employee think they are being judge are different from these, their superior actually use improving performance and developing people are two of the most common appraisal plan goals".

It seems obvious that the appraisal process cannot go for forward attaining the goals unless there is effective communication between the evaluator and the person being evaluated. No performance appraisal system of causes can be very effective for management or any other purposes until expected of them and by what criteria they are being judged one of the most notable limitation of performance appraisal system of causes can be very effective for management decisions, organizational development or any other purposes until expected of the most notable limitation of performance appraisal system is the complete reluctance of the supervisors to lake the time and trouble to go the rudiments of preparing the periodic appraisal of each of the subordinates and especially to discuss the result with them.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter describes the techniques and procedures used by the researcher in conducting the study and accumulating the data for the study. It comprises of the description of the population of the study, sampling techniques, sample size, sources of data, method of data collection and method of data analysis and testing hypothesis.

3.1 Research design

According to Kothari (2016), research design is the conceptual structure within which research was conducted, it constitutes the blueprint for the collection, measurement and analysis of data as such the design includes an outline of what the researcher did from writing the hypothesis and its operational implications to the final analysis of data. This study was based on a correlation research design since it involved in examining the relationship between performance appraisal and organizational productivity. Both qualitative and quantitative methods were used by the researcher to gather information. Qualitative methods involved the use of questionnaires whereas quantitative methods concern the use of interview guides to collect data.

3.2 Study population

The population of study comprised of full time employees of Golis Telecom, Head Office Boaso in Somalia. The target population of 80 included top managers, sales staff, Human resource staff and marketing staff. These people were chosen because they had sufficient information about performance appraisal and Organizational productivity.

3.3 Sample size

The sample size was got by a use of a formula. The Slovene's formula was used to determine the minimum sample size of the study population. The sample size was determined using Slovan's (1960) formula which is as follows;

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

Where:

n = sample size, N = Target population, e = Margin of error (0.05)

$$n = \frac{80}{1+80(0.05)^2}$$

$$n = \frac{80}{1+80(0.0025)}$$

$$n = \frac{80}{1+0.2}$$

= 66.666

= 67 Respondents

Table 3. 1: Structure of the study population

Category	Target Population	Sample	Selection technique
Top managers	5	3	Purposive sampling
Sales staff	30	28	Random sampling
Marketing staff	29	22	Random sampling
Human Resource staff	16	14	Purposive sampling
Total	**80**	**67**	

Source: Primary Data (2019)

3.4 Sampling Techniques

The researcher used a number of sampling techniques which include: Purposive and random sampling

3.4.1 Purposive sampling

The researcher used purposive sampling specifically on officials from human resource department of the company because they dealt with issues of performance appraisal within the company thus had sufficient information about the study topic. Top managers of the company were purposively selected since they also were having adequate information about issues regarding Organizational productivity. This method was helpful since it provided inclusive data to be able to gain better understanding of the problem.

3.4.2 Simple Random sampling

The researcher also randomly selected sales and marketing staff of the company in order to ensure equal representation of the respondents. In that way, every employee had an equal chance to be selected.

3.5 Data Sources

3.5.1 Primary Data

Primary data was collected directly from the respondents. This was done through administering a structured questionnaire with the help of one research assistant. Respondents were guided through the questionnaire to ensure high level of accuracy in data collection process. This was obtained through use of self-administered questionnaires and interviews to the respondents.

3.6 Data collection tools
3.6.1 Self-administered Questionnaire

The questionnaires were the main primary source of data collection. The identified sample was served with the questionnaire directly by the researcher. To obtain quantitative data, one set of questionnaires were used for all respondents. The questionnaire was filled in by officials from human resource department of Golis Telecom and top managers of the company. The questions involved the feelings of respondent groups regarding the impact of performance appraisal on Organizational productivity. The researcher distributed 64 questionnaires to Sales staff, Marketing staff and Human Resource staff.

3.7 Validity and reliability of the Research Instrument

3.7.1 Validity of the instrument

Validity of the instrument was ensured through expert judgment and the researcher made sure the coefficient of validity to be at least 70%. The researcher consulted his supervisor for expert knowledge on questionnaire construction. After the assessment of the questionnaire, the necessary adjustments were made bearing in mind of the objectives of the study. The formula that was used to calculate the validity of the instrument was;

$$CVI = \frac{\text{no of items declared valid}}{\text{total no of items}}$$

Out of the total of the 27 questions in the questionnaire, 25 was declared valid. This led us to confirm the validity of the questionnaire as calculated below.

$$CVI = \frac{25}{27} = 0.93$$

Since this the CVI is above 0.93, the questionnaire was said to be valid

3.7.2 Reliability of instrument

Reliability is a measure of the grade to which a research instrument harvests reliable results or data after repetitive trials (Muganda & Mugenda, 2015). Reliability of the instrument was established through a test-retest technique. The researcher conducted a pre-test of the instrument on group of subjects and waited one week then administered the same test to the same subjects a second time. Cronbach's alpha was used to determine the reliability of the instruments. A Cronbach's alpha value of 0.60 and 0.7 0 was considered to be the criteria for demonstrating internal consistency of new scale and established scales respectively. The table below shows each main constructs of the model was considered acceptable since the Cronbach's alpha related to each of them exceeded 0.70, confirming satisfactory reliability. The mean for the reliability test was established at 0.80 which was well above 0.70 and therefore the internal consistency (reliability) of the instrument was confirmed.

Reliability Statistics	
Cronbach's Alpha	N of Items
.738	27

3.8 Data Analysis

Different statistical techniques were used namely: Data on profile of respondents was analyzed using frequencies and percentage distributions. Means were used to determine the forms of performance appraisal and performance. Multivariate Logistic regression analysis was used to establish the effect of performance appraisal system on productivity. Item analysis helped the researcher to identify the strengths and weaknesses in performance from which conclusions were derived. The following numerical values and response modes were used to interpret the means;

Mean range	Response range	Interpretation
3.26 - 4.00	strongly agree	Very good
2.51 - 3.25	Agree	Good
1.76 - 2.50	Disagree	Poor
1.00 - 1.75	Strongly disagree	Very poor

3.9. Ethical Considerations

The entire research process was conducted with due respect to ethical considerations in research. The researcher obtained the consent of the respondents to participate in the study. The researcher also minded about treating the respondents' views with utmost confidentiality. In general, a high degree of openness regarding the purpose and the nature of the research was observed by the researcher.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter shows the demographic characteristics of the respondents, performance appraisal system, organisational productivity in Golis Telecommunication, the effect of management by objectives on organisational productivity of Golis Telecommunication in Bosaso Somalia, the effect of training of appraisers on organisational productivity of Golis Telecommunication in Bosaso Somalia, the effect of appraisal feedback on organisational productivity of Golis Telecommunication in Bosaso Somalia, and the effect of appraisal feedback on organisational productivity.

4.1 Demographic characteristics of respondents

Under this section, the researcher was interested in finding out the demographic characteristics of the respondents.

Table 4. 1: Demographic characteristics of respondents

MAIN CATEGORY	SUB-CATEGORY	FREQUENCY	PERCENTAGE
Gender	Male	43	67.2
	Female	21	32.8
	Total	**64**	**100.0**
Age of respondents	20-29years	19	29.7
	30-39 years	30	46.9
	40-49years	8	12.5
	50 and above	7	10.9
	Total	**64**	**100.0**
Educational level	Primary	0	0.0
	Secondary	9	14.1
	Tertiary	26	40.6
	University	29	45.3
	Total	**64**	**100.0**

Source: Primary Data (2019)

The figure 4.1 above indicates that (67.2%) were male while 32.8 were female respondents. This implies that majority of the respondents were men due to societal beliefs that they are more capable than the female counterparts regarding handling Performance Appraisal System and Organizational Productivity of the company. This is supported by Mbabazi (2015) who argued that data collection that incorporates the responses from both sexes is reliable than a single sex sample size. However, the study were participated both females and males which may bring the study to be more valid and reliable.

In terms of age, (29.7%) were in age ranging 20-29 years. This was followed by respondents aged between 30-29 years with 46.9%, 40-49 years had a representation of 12.5% and the remaining 50 years and above with 10.9%. This implies that majority of the respondents were middle aged adults. This is because this category of respondents were believed to have vital information on the study topic. This in line with Amin, G. (2015) who argued that the majority age above 20 years adds value to the responses given that mature people are more and take time to think about a particular aspect of life.

Information regarding educational level majority of respondents were at university level with a representation of 45.3%, this was followed by those at tertiary level with 40.6%. 14.1% of the respondents were at secondary level. This implies that most of the respondents were relatively educated and thus had information about Performance Appraisal System and Organizational Productivity. The above findings implied that most of the respondents at Golis Telecom were highly educated and thus with aid of performance appraisal, this would improve on the level of productivity.

4.2 Performance appraisal system

The independent variable was divided into four parameters which included management by objectives, training of appraisers and appraisal feedbacks.

4.2.1 Management by objectives

The first parameter to be examined under performance appraisal system was management by objectives. All these questions were based on a four-point Likert scale, in which respondents were required to show the extent to which they agree or disagree with each question or item. The SPSS software was used to analyze their responses using means and ranks as indicated in table 4.2.1;

Table 4.2.1: Descriptive Statistics on Management by objectives

Indicators	Mean	Interpretation	Rank
Many times I set targets which are achievable	3.37	Very high	1
My assessment is based on my objectives	3.04	High	2
My job objectives are clearly defined to me by my supervisor	2.93	High	3
My supervisor allows me to contribute towards objectives and my duty	2.57	High	4
My supervisor holds me responsible for each objective set	2.47	Low	5
My supervisor and I sit down to plan for time lines	2.33	Low	6
Average mean	**2.78**	**High**	

Source: Primary Data, 2019

The average mean for this construct was 2.78 and it was interpreted as high. This gives the impression that the responses were not far apart. The highest rated statement in this category was "Many times I set targets which are achievable." This statement's mean was calculated to stand at 3.37 and this was interpreted as low. Still results

indicated that the following items were rated as high; my assessment is based on my objectives (mean=3.04); my job objectives are clearly defined to me by my supervisor (mean=2.93); my supervisor allows me to contribute towards objectives and my duty (mean=2.57). The following items were rated low and these are; my supervisor holds me responsible for each objective set (mean=2.47); my supervisor and I sit down to plan for time lines (mean=2.33). The implication from these findings was the fact that employees feel dissatisfied with their position and compensation, they always go to seek a career change and they accept other offers.

4.2.2 Training of appraisers in Golis Telecommunication Company

The second parameter under performance appraisal system was training of appraisers. This construct was duly analyzed and the results were tabulated as shown below

Table 4.2.2: Descriptive Statistics on Training of appraisers

Indicators	Mean	Interpretation	Rank
Appraisers are trained about objectives of my department	3.29	Very high	1
Appraises in this organisation are given training before running an appraisal	2.94	High	2
I feel appraisers do their work more professionally at being trained	2.87	High	3
I feel it is important to provide appraisers with all relevant documentation	2.75	High	4
I feel that the appraisal done for me after my appraisers training is meaningful	2.37	Low	5
The appraisers are enthusiastic about appraisal training	2.23	Low	6
Average mean	**2.74**	**High**	

Source: Primary Data, 2019

The average mean for this construct variable was 2.74 and it was interpreted as high, implying that training of appraisers is highly practiced at Golis Telecom ltd. The highest indicator in this category was "appraisers are trained about objectives of my department." This indicator variable scored a mean of 3.29 which was interpreted as very high. The lowest rated item in this category was where the respondents responded to the statement that "the appraisers are enthusiastic about appraisal training" as it scored a mean of 2.23 and interpreted as low. The implication here is that the employees in Golis Telecommunication Company are always not satisfied with the way they are appraised. They are forced to go for a wide range of reasons, including unsatisfactory training of some of appraisers.

4.3.3 Appraisal feedback in Golis Telecommunication

The third construct under performance appraisal system was on appraisal feedback. The following table 4.3.3 details the findings obtained from the respondents.

Table 4.3.3: Descriptive Statistics on Appraisal feedback

Indicators	Mean	Interpretation	Rank
I am rewarded when the feedback I get is positive	3.41	Very high	1
I feel satisfied by the feedback given to me	3.17	High	2
I feel the feedback is useful and needed at work	2.80	High	3
I get a feedback every time I am appraised	2.75	High	4
The feedback given to me is done in a manner I am comfortable about	2.52	High	5
The feedback is timely	2.41	Low	6
Average mean	**2.84**	**High**	

Source: Primary Data, 2019

The average mean for this construct variable was 2.84 and it was interpreted as high, implying that appraisal feedback is highly focused on at Golis Telecommunication. The item in this category was where majority of respondents very highly responded to the statement that "I am rewarded when the feedback I get is positive". This indicator variable bared a mean of 3.41 which was interpreted as very high. The lowest evaluated statement was that "the feedback is timely." This item scored a mean of 2.41 and was interpreted as low. Implying that employees in Golis Telecommunication always not make sure that the feedback is done in time.

4.4 Organizational productivity

The dependent variable in this study was organisational productivity in Golis Telecommunication company ltd, this variable was measured with 3 constructs in the questionnaire such as profitability, market share and reputation/brand image. The responses were analyzed using SPSS and summarized using means and rank as indicated in table 4.4 below;

Table 4.4: Organizational productivity

Items on organisational productivity	Mean	Interpretation	Rank
Profitability			
Shareholders of this company receive relatively high returns	3.38	Very high	1
There is a high return on investment	3.23	High	2
Your company revenue always exceeds the expenditure	2.93	High	3
Your company net profit margins are high	2.67	High	4
You expect your profits to remain high in future	2.47	Low	5
Average mean	**2.94**	**High**	
Market share			
I feel the company's market share has increased due to effective performance appraisal techniques	3.10	High	1
Management has been able to make the company dominant in the telecommunication market with the aid of performance appraisals	2.96	High	2
The company has outcompeted several others in the last 1 year.	2.95	High	3
This company has been expanding in the last 1 year.	2.63	High	4
This company has received increase in customer size in the last 1 year.	2.41	Low	5
Average mean	**2.81**	**High**	
Reputation/brand image			
The company's brand image has been increasing in the last 1 year	3.26	Very high	1
The feedback has enabled company to increase sales	3.21	High	2
This company has been expanding in the last 1 year	2.83	High	3
This company's cliental base has been increasing in the last 1 year	2.47	Low	4
Average mean	**2.91**	**High**	
Overall mean	**2.87**	**High**	

Source: primary data (2019)

Results in table 4.4 indicated that organisational productivity was rated high and this was indicated by the overall mean of 2.87, implying that the Golis Telecommunication always perform the way required by their clients in Bosaso Somalia. Profitability as the first construct on the dependent variable was measured using 5 items and this was

rated high (mean=2.94), this implied that the shareholders of Golis Telecommunication receive their dividends annually as a sign to high levels of profits. The shareholders receive relatively high returns (mean=3.38), since there is a high return on investment (mean=3.23), the company's revenue always exceeds the expenditure (mean=2.93), company's net profit margins are high (mean=2.67), but the company does not expect profits to remain high in future (mean=2.47), and this may be due to unfavourable tax conditions to be imposed on them and this may affect the company transactions.

With respect to market share, results indicated that this was also rated high and this was indicated by the average mean of 2.81, hence implying that the company's market share is effective. The following items were rated high; I feel the company's market share has increased due to effective performance appraisal techniques (mean=3.10), the management has been able to make the company dominant in the telecommunication market with the aid of performance appraisals (mean=2.96), the company has outcompeted several others in the last 1 year (mean=2.95), this company has been expanding in the last 1 year (mean=2.63), but however this company has not effectively received an increase in customer size in the last 1 year.

With respect to reputation/brand image, results indicated that this was also rated high and this was indicated by the average mean of 2.91, the company's brand image has been increasing in the last 1 year (mean=3.26), feedback has enabled company to increase sales (mean=3.21), this company has been expanding in the last 1 year (mean=2.83), but this company's cliental base has been increasing in the last 1 year (mean=2.47).

4.5 Objective One; effect of management by objectives on organizational productivity of Golis Telecommunication

Table 4.5: Effect of management by objectives on organizational productivity of Golis Telecommunication

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.524[a]	.274	.272	.41854

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	23.992	1	23.992	136.963	.000[a]
	Residual	63.413	362	.175		
	Total	87.405	363			

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Tolerance	VIF
		B	Std. Error	Beta	t	Sig.		
1	(Constant)	1.815	.075		24.228	.000	.059	.008
	Management by objectives	.329	.028	.524	11.703	.000	.156	.002

Regression analysis results in the Model Summary table revealed that management by objectives accounted for 27.4% on organisational productivity of Golis Telecommunication in Bosaso Somalia and this was indicated by R-square of 0.274 implying that management by objectives affects the organisational productivity of Golis Telecommunication in Bosaso Somalia.

The ANOVA table indicated that management by objectives significantly affects the organisational productivity in Golis Telecommunication and this was indicated by the F-value=136.963 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This implies that management by objectives highly affects organisational productivity of Golis Telecommunication in Bosaso Somalia.

The coefficients table indicated that considering the standard error, management by objectives significantly influences the organisational productivity of Golis Telecommunication in Bosaso Somalia (β=0.329, Sig=0. 000).

Hypothesis Testing and decision rule

Management by objectives has a significant effect on organisational productivity in Golis Telecommunication and this was indicated by the Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect.

4.6 Objective Two; the effect of training of appraisers on organisational productivity of Golis Telecommunication in Bosaso Somalia

Table 4.6: Effect of training of appraisers on organisational productivity of Golis Telecommunication in Bosaso Somalia

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.193[a]	. 372	.350	.47942

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.207	1	3.207	13.955	.000^a
	Residual	82.514	359	.230		
	Total	85.722	360			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.239	.113		19.761	.000
	training of appraisers	.164	.044	.193	3.736	.000

Regression analysis results in the Model Summary table indicated that the training of appraisers accounted for 37.2% on organisational productivity of Golis Telecommunication in Bosaso Somalia and this was indicated by R-square of 0.372 implying that training of appraisers significantly affects the organisational productivity at a rate of 37.2%.

The ANOVA table indicated that training of appraisers significantly affects the organizational productivity of Golis Telecommunication and this was indicated by the F-value=13.955 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This implies that training of appraisers highly affects the organizational productivity of Golis Telecommunication in Bosaso Somalia.

The coefficients table indicated that considering the standard error, training of appraisers significantly affects the organizational productivity of Golis Telecommunication in Bosaso Somalia (β=0.193, Sig=0. 000).

Hypothesis Testing and decision rule

Training of appraisers has a significant effect on organizational productivity of Golis Telecommunication and this was indicated by the Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect.

4.7 Objective Three; effect of appraisal feedback on organizational productivity of Golis Telecommunication in Bosaso Somalia

Table 4.7: Effect of appraisal feedback on organizational productivity of Golis Telecommunication in Bosaso Somalia

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.479[a]	.230	.228	.43141

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	20.151	1	20.151	108.275	.000
	Residual	67.558	363	.186		
	Total	87.709	364			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	1.687	.096		17.652	.000	.071	.001
	Appraisal feedback	.362	.035	.479	10.406	.000	.253	.000

Regression analysis results in the model Summary table indicated that the appraisal feedback significantly affects organisational productivity of Golis Telecommunication in Bosaso Somalia at a rate of 23% and this was indicated by R-square of 0.230, hence implying that appraisal feedback significantly influences the organisational productivity of Golis Telecommunication in Bosaso Somalia.

The ANOVA table indicated a positive significant effect of appraisal feedback has on organisational productivity in Golis Telecommunication and this was indicated by the positive F-value=108.275 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This implies that appraisal feedback highly affects the organisational productivity of Golis Telecommunication in Bosaso Somalia. Still this implied that high levels of appraisal feedback increases the level of organisational productivity in Golis Telecommunication.

The coefficients table indicated that considering the standard error, appraisal feedback significantly affects the organisational productivity in Golis Telecommunication of Bosaso Somalia (β=0.362, Sig=0. 000).

Hypothesis Testing and decision rule

Appraisal feedback has a significant effect on organisational productivity in Golis Telecommunication and this was indicated by the Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect.

4.8 Multiple regression analysis

Table 4.9: Effect of performance appraisal system on organisational productivity

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.794ª	.630	.605	.29457

a. Predictors: (Constant) Management by objectives, Training of appraisers, Appraisal feedback, appraisal feedback
b. Dependent variable; Organisational productivity

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.648	3	2.216	25.538	.000ª
	Residual	3.905	45	.087		
	Total	10.553	48			

a. Predictors: (Constant), Management by objectives, Training of appraisers, Appraisal feedback, appraisal feedback.

Coefficient^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	31.784	.239		3.277	.002
	Management by objectives	.318	.088	.428	3.600	.001
	Training of appraisers	.180	.078	.246	2.305	.026
	Appraisal feedback	.248	.034	.310	1.809	.004

a. Dependent Variable: Organisational productivity

$y= a+b_ix_i+b_2x_2+b_3x_3$

Where; y =DV (dependent variable), a=constant, b= Beta, x=independent variables (IVs)

X_1=management by objectives

X_2= training of appraisers

X_3=appraisal feedback

y=organisational productivity

The multiple linear regression analysis results in the Model Summary table revealed that performance appraisal system accounted for 60.5.0% on organisational productivity of Golis Telecommunication in Bosaso Somalia and this was indicated by Adjusted R-square of 0.60.5 implying that performance appraisal system contribute to the organisational productivity of Golis Telecommunication in Bosaso Somalia.

The ANOVA table indicated that performance appraisal system significantly affects the organisational productivity and this was indicated by the F-value=25.538 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 which is the maximum level of significance required to declare a significant effect. This implies that performance appraisal system highly affects organisational productivity of Golis Telecommunication in Bosaso Somalia.

With respect to the coefficients table, considering the standard error results further indicated that of all the aspects of performance appraisal system such as management by objectives, training of appraisers, appraisal feedback and appraisal feedback remain constant at 31.784. Basing on the finding the null-hypothesis was rejected and concluded that there is significant effect of performance appraisal system on organisational productivity since the significance value was less than 0.05.

CHAPTER FIVE

DISCUSSIONS, CONLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter focuses on the findings, conclusions, recommendations based on the conclusions of this study and suggested areas that need further research following the study objectives and study hypothesis.

5.1 Summary of major findings

This study aimed at examining the effect of performance appraisal system on organisational productivity of Golis Telecommunication in Bosaso Somalia, four specific objectives guided this study and these were; (i) to examine the effect of management by objectives on organisational productivity of Golis Telecommunication in Bosaso Somalia, (ii) to establish the effect of training of appraisers on organisational productivity of Golis Telecommunication in Bosaso Somalia, and (iii) to assess the effect of appraisal feedback on organisational productivity of Golis Telecommunication in Bosaso Somalia.

5.1.1 Objective one; effect of management by objectives on organisational productivity in Golis Telecommunication

The findings indicated that management by objectives significantly affects organisational productivity of Golis Telecommunication in Bosaso Somalia, therefore this implies that management by objectives significantly affects organisational productivity in Golis Telecommunication. This finding is in line with Brown & Benson (2015) who noted that organizations are designed by people to overcome individual limitations and achieve individually. Hence, organization becomes a means of survival for the people and exerts an important daily influence on the life of the people and the way they live. The major decider for the survival of any organization is the presence of capable men

and women with the right technique to combine the organization resources (Man, Machine, materials and Money) to achieve organization goals (Brown, 2017).

Caruth & Humphreys (2016) note that management by objective is not only a managerial strategy to achieve a well-coordinated managerial goals, but it is also a popular management techniques that cut across for pervade all human activities namely business areas, educational, government, health care and non-profit organization. Most of the techniques, system, tools of management are hardly understood resulting in losses and damages to the organization. Besides it is the wrong use of techniques and unwillingness of top management to utilize the right tool to solve the management problems. Cawley, etal (2018) compared management by objective with the Balanced score card and indicated that both of them focus on goal cognisance as a means of improving organizational productivity. But management by objective had two significant flaws identified as partial implementation of the system and non-recognition of the need to adopt a human-relations view.

5.1.2 Objective two; effect of training of appraisers on organizational productivity of Golis Telecommunication

The findings indicated that training of appraisers has a significant effect on organizational productivity of Golis Telecommunication in Bosaso Somalia, this was so because training of appraisers has a significant impact on organizational productivity of Golis Telecommunication. The finding also agrees with Bohlander and Snell (2016) who noted that training must always aim at addressing actual rather than imagined. A major weakness of performance appraisal programme is that managers and supervisors are not adequately trained for the appraisal task and provide little meaningful feedback to subordinates. Most supervisors lack precise standards for appraising subordinate's performance and have not developed the necessary observation and feedback skills, their appraisal often become nondirective and meaningless.

Abu-Doleh & Weir (2017) noted that training should foe us on clarification of the information provided in the manuals, for raters and ratees and should 'sell' the benefits

of the program to all system users including top management. The training should cover interviewing techniques, performance coaching and mentoring, counseling, documentation and conducting formal appraisals.

5.1.3 Objective three; effect of appraisal feedback on organizational productivity of Golis Telecommunication

The finding still indicated that appraisal feedback has a significant effect on organizational productivity of Golis Telecommunication in Bosaso Somalia, this lead to an implication that high levels of appraisal feedback can positively affect the organizational productivity of Golis Telecommunication in Bosaso Somalia. This finding is in line with Brown (2017) who noted that giving individuals feedback on how well employees are doing in their jobs is held to meet a variety of needs; from organizations point of view, it assist effective learning so that tasks are completed correctly and helps maintain and stimulate effort towards specified goals; from the individual's viewpoint, feedback can satisfy any personal need for information on progress and facilitate social comparison with others.

Performance feedback should be specific, timely, accurate understandable, and presented in an atmosphere of cooperation and support so as to improve subsequent employee performance. The solution also lies in having the manager share with the employees both expectations and disappointments on a day-to-day basis. By providing employees with frequent opportunities to discuss performance before any reward or punishment consequences occur, there will be no surprises at the time of the annual final review. Also feedback should be given in a manner that will best help improve performance. Employees and managers generally benefit from honest, objective feedback about how things are going (Brown, 2017).

5.2 Conclusions

5.2.1 Objective one; effect of management by objectives on organizational productivity of Golis Telecommunication in Bosaso-Somalia

From the findings of the study, management by objectives affects organizational productivity of Golis Telecommunication in Bosaso Somalia. Hence concluding that management by objectives significantly affects organizational productivity of Golis Telecommunication. Golis Telecommunication deals with a wide range of employees with different levels of importance and which requires differential treatment that will drive the company to its competitive edge. Since the management by objectives gives the employee the opportunity to participate in decision making.

5.2.2 Objective two; effect of training of appraisers on organizational productivity of Golis Telecommunication in Bosaso- Somalia

From the findings of the study it was indicated that training of appraisers significantly effects organizational productivity of Golis Telecommunication in Bosaso Somalia, hence concluding that the more training of appraisers is effective it improves the organizational productivity of Golis Telecommunication in Bosaso Somalia. Therefore, training of appraisers always focus on clarification of the information provided in the manuals, for raters and ratees and 'sell' the benefits of the program to all system users including top management.

5.2.3 Objective three; effect of appraisal feedback on organizational productivity of Golis Telecommunication in Bosaso-Somalia

From the findings of the study, it was indicated that appraisal feedback affects organizational productivity of Golis Telecommunication in Bosaso Somalia, hence concluding that effective appraisal feedback increases the organizational productivity of Golis Telecommunication in Bosaso Somalia. Giving individuals feedback on how well employees are doing in their jobs is held to meet a variety of needs; from organizations point of view, it assist effective learning so that tasks are completed correctly and helps

maintain and stimulate effort towards specified goals; from the individual's viewpoint, feedback can satisfy any personal need for information on progress and facilitate social comparison with others.

5.3 Recommendations

From the findings, the researcher recommends the following:

5.3.1 Effect of management by objectives on organisational productivity in Bosaso-Somalia

Golis Telecommunication should select the right people in the first place through behavior-based testing and competency screening. Sure, an onsite interview gives employers a feel for whether the person can fit within the organisation culture, but the employers' key to selecting the best employees is to determine how well they can do the job. The right person, in the right seat, on the right bus is the starting point.

5.3.2 Effect of training of appraisers on organizational productivity of Golis Telecommunication in Bosaso- Somalia

Golis Telecommunication in Bosaso- Somalia should not neglect to hire people with the innate talent, ability, and smarts to work in almost any position even if they don't currently have the best match available. The company should hire the smartest people they can find to reduce the the costs of training of appraisers their versatility will make them exceptional contributors. They just need to make sure that they are not bored doing the same old thing and think about job enrichment and promotions.

5.3.3 Effect of appraisal feedback on organizational productivity of Golis Telecommunication in Bosaso-Somalia

Golis Telecommunication company ltd should endeavor to practice a consistent good appraisal feedback system so as to make the employers have a feeling of involvement in the appraisal system. The performance appraisal should be structured in a manner that will give room to identify other deficiencies that necessarily would not reflect in the

performance evaluation form. Golis Telecommunication in Bosaso-Somalia should offer an attractive, competitive, comprehensive benefits package with components such as life insurance, disability insurance and flexible hours in order to improve more on the appraisal feedback.

5.4 Contribution to knowledge

The study contributed to new knowledge by indicating the fact that employees are often satisfied with jobs only when it affords them the opportunity to apply their skills and abilities, freedom, as well as adequate training and seminars which creates avenues for their enhancement and self-development. Employees need encouragement and recognition. When employees do something right, should be shown appreciation. When they finish a large, difficult project or submit a project before the deadline, congratulate them. The managers should show them that they see their hard work. Employers can help employees advance along their career path. Provide them with coaching by recommending ways to appraise. Managers can also provide employees with training opportunities by giving them opportunities to learn new skills and practice them.

5.5 Limitations of the study

In view of the following threats to validity, the researcher allowed 0.05 level of significance. Measures are also indicated in order to minimize if not to eradicate the threats to the validity of the findings of the study.

1. Extraneous variables which were beyond the researcher's control such as respondent's honesty, personal biases and uncontrolled setting of the study.

2. Testing the use of research assistants brought about inconsistency in the administration of the questionnaires in terms of time of administration, understanding of the items in the questionnaires and explanations given to the respondents. To minimize the threat, the research assistants were oriented and briefed on the procedures to be done in data collection.

3. Attrition/Mortality: Not all questionnaires were returned completely answered now even retrieved back due to circumstances on the part of the respondents such as travels, sickness, hospitalization and refusal/withdrawal to participate. In anticipation to this, the researcher reserved more respondents by exceeding the minimum sample size. The respondents were also reminded not to leave any item in the questionnaires unanswered and were closely followed up as to the date of retrieval.

5.6 Areas for further research

Prospective researchers and even students are encouraged to research on the following areas;

Training of appraisers and profitability of Golis Telecommunication in Bosaso Somalia.

Appraisal feedback and quality of work at Golis Telecommunication in Bosaso Somalia.

REFERENCES

Abu-Doleh, J. & Weir, D. (2017). Dimensions of performance appraisal systems in Jordanian Action. London: Chartered Institute of Personnel and Development.

Aguinis, H. (2009). *An expanded view of performance management. In J. W. Smither, & M. London (Eds.). Performance management: Putting research back into practice (pp. 1–43).* San Francisco, CA: Jossey-Bass.

Armstrong M, Baron A (2015) Managing Performance: *Performance Management in Action. London: Chartered Institute of Personnel and Development.*

Armstrong, M and Baron, A (2016). *Managing Performance: Performance Management in Action*, CIPD, London

Armstrong, M. (2015). Human Resource Management Practice, (8th ed.) London: Kogan

Armstrong, M., & Baron, A. (2015). Managing Performance: Performance Management in Asia', Interdisciplinary Journal of Contemporary Research in Business, 3(2) :43-56

Broady-Preston, J. & Steel, L. (2018). Employees, customers, and internal marketing

Brown M, et al. (2017). Consequences of the performance appraisal experience: Personnel Review, 39(3), 375-396

Brown, M., & Benson, J. (2015). 'Rated to Exhaustion? Reactions to Performance Appraisal Processes'. Industrial Relations Journal, 34(1): 67-81

Caruth DL, Humphreys JH (2016) *Performance Appraisal: Essential Characteristics for Strategic Control. Measuring Business Excellence 12: 24-32*

Caruth, D. L & Humphreys, J. H. (2016). Performance Appraisal: Essential Characteristics

Cascio, W. F. (2015). *Managing of Human Resource (8th ed.).*Upper McGraw Hill

Cawley, B. D., Keeping, L. M., & Levy, P. E. (2018). 'Participation in the performance appraisal process and employee reactions: A meta-analytic review of field investigations'. Journal ofApplied Psychology, 83(4): 615-633

Chiang, F. &Birtch, T. (2017). Appraising performance across borders: An empirical examination of the purposes and practices of performance appraisal in a multi-country context. Journal of Management Studies, 47(7), 1365-1393.

Chiponda, M (2016), *The Effect of Performance Appraisal on Employee Motivation in Slum Based Non-Governmental Organization in Nairobi, Unpublished MBA Project*, United State International University GOK, (2017). Ministry Human Resources Development Strategy. Government Printers: Nairobi.

Cole, G.A. (2015), *Personnel Management: Theory and Practice.*Gosport: Ashford Colour Press.

Cook, J., & Crossman, A. (2016). 'Satisfaction With Performance Appraisal Systems: criteria, and observations. The Journal of Management Development, 20(3),

DeNisi, A. & Pritchard, R. (2016). Performance appraisal, performance management, and effectiveness'. Organizational Dynamics, 32(4):396-404.

Erdogan, B. (2018). 'Antecedents and Consequences of Justice Perceptions in Performance Appraisals'. Human Resource Management Review, 12(4), 555-578.

ErdoganB (2018)*'Antecedents and Consequences of Justice Perceptions in Performance Appraisals'*Human Resource Management Review12: 555-578.

Fletcher, C. (2015). 'Performance Appraisal and Management: The Developing Research for Strategic Control. Measuring Business Excellence, 12(3), 24-32.

Fletcher, C. (2015). *Performance appraisal in context: Organizational changes and their impact on practice*. In N. Anderson & Gilliland, S. W., & Langdon, J. C.

(1998). *Creating performance management systems that promote perceptions of fairness.*

GOK, (2015). Results for Kenyans: *Capacity Building Programme for Transforming the Public Service, Public Service Reform and Development Secretariat.*

Gupta A, Upadhyay D (2018) *Impact of effectiveness of performance management system on employee satisfaction and commitment. International Journal of Management, IT and Engineering..*

Gupta, A., &Upadhyay, D. (2018). Impact of effectiveness of performance management Houghton Mifflin Company

Lee, C. D. (2015). Rethinking the goals of your performance management system. Employment Relations Today, 32(3) :53 – 60.

Macey, W. H., Schneider, B., Barbera, K. M., & Young, S. A. (2009). Employee Management, 18(1), 75-84.

Mansor, N. A. (2015), 'Determinants of performance management system in South East modeling, and method bias. Journal of Applied Psychology, 85(5), 708-723.

Mone, E. M., & London, M. (2017). Employee Engagement through Effective Performance

Muchinsky, P. M. (2016). Psychology applied to work (8th ed). Belmont, CA: Thomson of Psychology, 97(3):281-298.

Njeru M (2015), *the Role Of Performance Appraisal System On Job Performance In The Public Sector At Kirinyaga Central District, Unpublished MBA Project,* University of Nairobi.

Pettijohn, L., Parker, R., Pettijohn, C., & Kent, J. (2015). Performance appraisals: usage, Practices. Washington: D.C

Prowse P, Prowse J (2009) *The Dilemma of Performance Appraisal. Journal of Measuring Business Excellence* 13:69-77

Prowse, P., & Prowse, J. (2009). The Dilemma of Performance Appraisal. Journal of Measuring Business Excellence, 13(4):69-77

Rao, T. V. (2016), Performance Management and Appraisal systems; HR tools for global competitiveness, New Delhi: Response Books (A division of Sage

Robbins S.P and Judge T.A (2016), *Essentials of Organization Behaviour*, Pearson Education Ltd, Essex England

Sole F (2009) '*A Management Model and Factors Driving Performance in Public Organizations'.* Measuring Business Excellence 13:3-11

Soltani, E. (2015). Conflict between theory and practice: TQM and performance appraisal.

Storey, J. & Sisson, K. (2015). Managing Human Resources and Industrial strategies in LIS. Library Management, 23(1), 384-393.

Swiercz, P.M. (2009*). Do Perceptions of Performance Appraisal Fairness Predict Employee Attitudes and Performance? Academy of Management Proceedings 3* (2), 304-309.

APPENDIX I

QUESTIONNAIRE

Dear Respondents,

As part of postgraduate degree study requirement, I, AWIL ISMAIL MOHAMED, student of Kampala International University (KIU), am carrying out a research on "**Performance Appraisal System and Organizational Productivity of Golis Telecommunication in Bosaso, Somalia".** I therefore kindly ask for your cooperation in this study by answering the questions in this questionnaire, which will help me to get the information needed. This research is purely for academic purposes and the information obtained from you will be treated with at most confidentiality.

Please, take a few minutes of your time and answer the questions in the spaces provided.

Instructions: Tick where necessary

SECTION A: BACKGROUND INFORMATION

Provide a tick where appropriate.

1. Gender: Male   ☐   Female   ☐

2. Age Bracket:

        20-29years   ☐   30-39 years   ☐

        40-49years   ☐   50 and above ☐

3. Your Highest Level of Education:

        Secondary   ☐   Certificate   ☐

        Diploma   ☐   Bachelor's Degree ☐

        Master's Degree   ☐   Others   ☐

Direction 1: Please write your rating on the space before each option which corresponds to your best choice in terms of level of motivation. Kindly use the scoring system below:

Score	Response Mode	Description	Interpretation
5	Always	You agree with no doubt at all	Very satisfactory
4	Sometimes	You agree with some doubt	Satisfactory
3	Not sure	You are not sure about any	None
2	Rarely	You disagree with some doubt	Fair
1	Never	You disagree with no doubt at all	Poor

	Management by Objectives (MBO):	1	2	3	4	5
1	My job objectives are clearly defined to me by my supervisor					
2	My supervisor allows me to contribute towards objectives and my duty					
3	My assessment is based on my objectives					
4	My supervisor and I sit down to plan for time lines					
5	Many times I set targets which are achievable					
6	My supervisor holds me responsible for each objective set					

PART 2: PERFORMANCE APPRAISAL

	Training of Appraisers	1	2	3	4	5
1	Appraises in this organisation are given training before running an appraisal					
2	The appraisers are enthusiastic about appraisal training					
3	I feel that the appraisal done for me after my appraisers training is meaningful					
4	Appraisers are trained about objectives of my department					
5	I feel appraisers do their work more professionally at being trained					
6	I feel it is important to provide appraisers with all relevant documentation					

	Appraisal feedback	1	2	3	4	5
1	I get a feedback every time I am appraised					
2	I feel satisfied by the feedback given to me					
3	The feedback is timely					
4	The feedback given to me is done in a manner I am comfortable about					
5	I am rewarded when the feedback I get is positive					
6	I feel the feedback is useful and needed at work					

PART 3:- ORGANIZATIONAL PRODUCTIVITY

	Organizational productivity	1	2	3	4	5
	Profitability					
1	Shareholders of this company receive relatively high returns					
2	There is a high return on investment					
3	You expect your profits to remain high in future					
4	Your company net profit margins are high					
5	Your company revenue always exceeds the expenditure					
	Market share					
1	Management has been able to make the company dominant in the telecommunication market with the aid of performance appraisals					
2	I feel the company's market share has increased due to effective performance appraisal techniques					
3	This company has received increase in customer size in the last 1 year					
4	The company has outcompeted several others in the last 1 year.					
5	This company has been expanding in the last 1 year.					
	Reputation/brand image					
1	The feedback has enabled company to increase sales					
2	This company's cliental base has been increasing in the last 1 year					
3	This company has been expanding in the last 1 year					
4	The company's brand image has been increasing in the last 1 year					

Thanks for your responses

END