THE IMPACT OF PERFORMANCE APPRAISAL ON ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF KAKIRA TOWN COUNCIL

BY

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DECLARATION

I Giridubo Emmanuel, declare that this work is as a result of my own initiative and hard work. It was fully supervised by the university supervisor and has never been submitted by any other student for any ward.

Signature................................... Date. 31 . 07 . 2014 ...

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APPROVAL

This research proposal has been to the Kampala International University, with the approval of the university supervisor.

Signature.....~~~~~~~~~~~.....................................

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Before anything I want to thank the Almighty God for blessing me with the good health, wisdom, resilience.

I would like to acknowledge my supervisor and my classmates of Bachelors' In Public Administration at Kampala international university for the great support and encouragement they offered me.

DEDICATION

I dedicate this work to the Almighty God, who gave me strength and knowledge to write my work.

To my parents, my mother Tabu Grace, Father Aja Robert.

To all my good friends who offered me support and meant a world to me.

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ABSTRACT

The study intended to investigate the impact of Performance Appraisal On Organization performance with the objectives to determine the extent to which performance appraisal have contributed to organization performance of Kakira Town Council, to find out the effect of performance appraisal on organization success of Kakira Town Council and the third one to establish the strategies used in establishing there performance appraisal in organization management of Kakira Town Council. The purpose of this study was to investigate the impact of performance appraisal on organization performance a case study Kakira Town Council.

In data collection processes.the researcher used instruments such as administered questionnaires and interviewing for primary data and extensive library research, which data was analyzed and presented in form of tables, percentage distribution and frequency distribution.

Therefore the study found out that. The impact of performance appraisal on organization al performance benefited the organization in terms of improved service delivery and efficiency; however the employees were not adequately sensitized about the impact of performance appraisal on the organization performance process in Kakira Town Council. in addition , the impact of performance appraisal on organization performance method applied in Kakira Town Council was not appropriate enough ,and the government had attained like increase in volume of goods and service delivery, promotion. It was therefore conducted that : impact of performance appraisal seem to have brought good impact on the employee of the organization in terms of improved performance , efficiency and effectiveness in the organization quick service delivery.

Although the doubt is still seen in terms of the method applied in Kakira Town council in Jinja District. hence this has left the government still in big influence of some valuable decisions to the organization which could impact on its performance .

This recommendation to the government and the employee of Kakira Town Council that there is a need for a fair and efficient improvement in the impact of performance.

Appraisal used. Therefore more research has to be gathered to test the validity of this option as it could be a tool to solve the problems associated with the impact of performance appraisal on the organization performance of term council.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter looks at the background of the study, statement of the problem, objective, significances and limitations of the study, theoretical and conceptual framework

1.1 Background of the study

Almost every organization in one way or the other goes through a periodic ritual formally or informally known as performance appraisal. According to(Derven,1990), in spite of what the organizations intention are when conducting performance appraisal it produces a feedback that can either be positive or negative to both the management and the employees.

People do differ in their abilities and their skills (Sharlyn Lauby, 2013). There are always some differences between the superiority and amount of the same work which done by two different people. Performance appraisals of employees are necessary to understand each employee's abilities, competencies and relative merit and worth for the organization. Performance appraisal rates the employees in terms of their performance. Performance appraisals are widely used in the society. Its history can be dated back to the 20th century and then to the second world war when the merit rating was used for the first time. It is necessary to measure the performance of the employees and the organization to check the progress towards the desired goals and aims.

The feedbacks received can either help in organization development or serve as a drawback to effectiveness and efficiency in the work place. The effects of feedback have historically been quite varied and largely ignored. In some studies, feedback has been found to improve performance (Brand, 1905); its root has been traced to the 19th century during Taylor's pioneering time and

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motion studies. Performance appraisal has been called many names such as a tool of management, a control process, an activity and a critical element in human resources allocation. If an employee's performance was found to be less than ideal, a cut in pay would follow. On the other hand, if their performance was better than the supervisor expected, a pay rise was in order.

Appraisal seems to be inevitable and universal, and in the absence of a carefully structured system of appraisal, people will tend to judge the work performance of others, including subordinates, naturally, informally and arbitrarily. As much as it seems that the performance appraisal is of great importance into financial organizations in achieving its efficiency and effectiveness, there are various controversies on the issue which includes many reputable sources researchers, management commentators, who have expressed doubts about the validity and reliability of the performance appraisal process. Some have even suggested that the process is so inherently flawed that it may be impossible to perfect it (Derven, 1990).performance appraisal also has its positive and negative effect on the workers which the employees might view as testing their effectiveness.

1.2 Statement of the problem

Although, they are performance appraisal system among the employee of Kakira Town Council, their performance still remains low due to the fact that there is a decrease in service delivery and this has been witnessed by a decreased number of representation and participatory decision making in the council. The roads are at poor stake and the bridge has been broken and yet the number of representation (policy making and councilor setting) has reduced from the expected time members have to sit. Therefore, this has prompted the researcher to go to the field to investigate why councilor performance in term of service delivery has reduced amidst performance appraisal existence.

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1.3 Objectives of the study

1.3.1 General objectives

The general objective of this research is to gain a better understanding of employee attitude towards performance appraisal and its impact to the work performance of employees or staffs of Kakira Town Council in Jinja District.

1.3.2 Specific objectives.

i) To determine the extent to which performance appraisals have contributed to organizational performance.

ii) To find out the effects of performance appraisals on the organizational success.

iii) To establish the strategies used in establishing these performance appraisals in organizational management.

1.3 Research questions

i) To what extent has performance appraisals contributed to organizational performance?

ii) What effects does performance appraisals have on organizational success

iii) What strategies are used in establishing these performance appraisals in organizational management?

1.5 Significant of the study

The study is aiming to get better understanding for the management to know how employees in an organization react to performance appraisal in relations with work performance through appraisal method that the employees are comfortable with.

CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction

This chapter presents a critical look at the existing literature that is significant to this research proposal as given/proposed by various scholars.

2.1 The performance appraisal paradox

For more than fifty years, performance appraisal has been firmly outlined as a personnel management activity aimed at measuring employees performance. (Grote 1996). According to (Rasch 2004) the process of performance appraisal is designed to address problem behaviors and there is an underling assumption that all employees in an organization must undergo this appraisal to address the problem.

Scholtes (1999) observes that despite the various uses of performance appraisal such as its uses as a valuable and essential tool in organization improvement, it provides a comprehensive overview of the practices and key components in performance appraisal processes such as feedback, learning, and teamwork in the performance appraisal process, most people still lack confidence in the whole process. He based his argument on the survey conducted in 1996 by the society for human resource management that found out that over 90% of performance appraisal has been unsuccessful which is due largely to the feedback received from the process and he equally pointed out that this problem cannot be fixed.

Assessing the feedback of performance appraisal is also the assessment of employees' reaction towards performance appraisal. According to lisa (2000) assessment of this reaction is important for many reasons such as; the reactions from performance appraisal represent a criterion of great interest to practitioners, and the reactions has also been theoretically linked to

determinants of appraisal acceptance and success but have been relatively ignored in research.

The lack of a feedback process in performance appraisal creates a gap when evaluating employee's performance. This gap has subsequently been called criterion gap. In relation to the gap created, Balzer and Sulsky (1990) suggested that the existence of a criterion gap in performance appraisal originates from two sources. The first source been that many of the dependent variables measured in performance appraisal are of little interest to analyst. Secondly, many of the dependent variables that are of interest to analyst are mostly or completely ignored by people carrying out the researches. In general, researchers focus on measuring the psychometric properties of ratings, whereas analysts are more often interested in practical criteria such as appraisal reactions from feedback (Cardy & Dobbins, 1994; Murphy & Cleveland, 1995).

According to (Sundra 2003), the success or failure of any performance appraisal is attributed to the three sets of criteria: a first criterion is based on Murphy and Cleveland (1991) argument on reliability issue. They proposed that reaction criteria e.g. the perceived fairness or accuracy of the system limits or enhances the effectiveness of any performance appraisal.

Secondly, the practicality criteria of performance appraisal include widely recognized issue of cost, time commitment and acceptability. The third sets of decision process criteria concerns the level of acceptance by member and the system's ability to facilitate organizations decision.

2.2 Approaches to performance appraisal

The approaches of organizations to performance appraisal differ. Winston and creamer (1997) noted that performance appraisal in most organization is an ongoing event be it periodically and not a single event. Appraisal activity generally focuses on staff improvement and not salary adjustment which might

be a form of reward or disciplinary action. Some of the approaches outlined include; behaviors based approach; results focused approaches, and appraisals of team performance.

2.2.1 Behavior-based approaches

This is the type of performance appraisal that uses specific performance factors to evaluate employees. This approach is further divided into the following:-

Conventional rating scale:

This rating scale uses a specific word or phrase to describe the extent to which certain behaviors are displayed .the characteristics of such behaviors are displayed in the job description. In a situation where there are no behavior descriptions, the supervisors work with other employees to determine behaviors that would be useful to determine appraisal setting.

Behaviorally anchored scale:

This approach occurs as a result of collaboration between the supervisors and other employees where broad categories of practice are identified. The measure of employee behavior is rated on a scale in relation to specific behaviors.

Behavior-based appraisal:

This is an approach that is based on how often employees display specific behaviors and they are evaluated on how often the behavior occur. It is the behavioral frequency scale.

The weighted checklist:

This is another way of approaching behavior-based appraisal. In this method, employees are judged on a scale indicating the extent to which the statement accurately describes their performance according to a list of performance related statements that are weighted.

Forced-choice method:

In this approach, there is a form of calculation on a grid that calculates job performance based on the employee level of discrimination and desirability on

the job. It is a list of performance related statements about job performance and are evaluated on how well they discriminate among staff.

2.2.2 Results-focused approaches

This is the type of approach that focuses on the result to be derived from the appraisal. Note that both advantages and disadvantages to results-based performance appraisal approaches. The advantage been, they produce short and long term results in achieving the performance and organizational objectives, and are generally perceived as fair, and also tend to generate high levels of commitment among the employees to the organization, and they encourage a high level of participation and are thus defensible. And the disadvantage been that, they can be overly results oriented and they are mostly inflexible. Before an organization can adopt this approach, the management must be of the view that the advantages outweigh disadvantages, for the approach to be incorporated. There are two general techniques of enacting results-focused approaches that is management by objectives and accountabilities and measures (Grote, 1996).

2.2.3 Accountabilities and measures approaches:

This approach involves the supervisor and the other employees agreeing on accountability, fairness and performance factors and including such factors in the job description. Performance is then forecast for each factor to enable quantifiable measures for each factor. An accountabilities and measures form can be created, with performance factor categories.

Performance and leadership:

In most cases for and performance appraisal to be considered as fair the leadership conducting the process must be perceived in a positive light. This helps to determine that there is appositive relationship between performance and leadership. Ultimately it is the individual employee who either performs, or

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fails to perform; a task but motivation on the part of the leader can ensure performance of any task. In order for an organization to perform an individual must set aside his personal goals, to strive for the collective goals of the organization (Cummings and Schwab, 1973). In an organizational context, the very nature of performance is defined by the organization itself (Cummings and Schwab, 1973). Employees and their attitude to work are of paramount importance to the achievement of any organizational goals. Thus, effective leadership enables greater participation of the entire workforce, and can also influence both individual and organizational performance (bass, 1997; Mullins, 1999).

It is generally believed that the success of an organization is largely dependent the leader's ability to optimize human resources (i.e. Its employees). A good leader understands the importance of employee's performance in achieving the goals of the organization, thus performance appraisal and that motivating these employees is of absolute importance in achieving these set goals and objectives. In other for any organization to have an effective and efficient work system, the people within the organization need to be inspired to invest themselves in the organization's mission (this inspiration can be achieved through effective performance and reward system): the employees need to be stimulated so that they can be effective; hence an effective organizations requires an effective leadership (Maritz, 1995). To have an effective organization, there must be effective and stimulating relations between the people involved in the organization (baron, 1996).

It has been widely accepted that effective organizations require effective leadership and that organizational performance will suffer in direct proportion to the neglect of this (fiedler and house, 1988). Furthermore, it is generally accepted that the effectiveness and efficiency of any set of people is largely and mostly dependent on the quality of its leadership an effective leader's behavior facilitates the accomplishment of the follower's desires, which then results in

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effective performance (Fiedler and House, 1988; Maritz, 1995; Ristow, et al, 1999).

There is agreement in the literature (Maritz, 1995; bass, 1997) that leadership is a critical factor in the success or failure of an organization; excellent organizations begin with excellent leadership, and successful organizations therefore reflect their leadership. Leaders are effective when the influence they exert over their subordinates works towards achieving organizational performance. (Jones and George, 2000).in recent times, leadership is often regarded as the single most important factor for the success and failure of any organization. (Dimma 1989) believes that it is undoubtedly the critical determinant of the success of an organization and to this effect determines organizational performance in the competitive environment. According to Ristow (1998), organizational behavior in different environment found that transformational leadership has a positive influence on employee performance and therefore organizational performance.

2.3 Feedbacks in performance appraisal system

In performance appraisal one of the most important aspects of the program is when the employers communicate their performance ratings to the employees. Although some researchers like (Ammons 1956) claim that the feedback process in performance appraisal has little or no effect if the person is already performing on a high level or if the job is complex. The feedback delivery helps the organization in decision making, enhancing of productivity and effectiveness within the organization. It has been pointed out that the communication of feedback regarding the performance of employees and groups in an organization is an important part of any organization's human resource system (Harackiewicz, Larson1986: Larson 1984).

The aim of any organization when conducting performance appraisal is to receive feedback and this feedback helps to maintain and direct employee

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behaviors to accomplishing the organizations goal and objective and also mating a high level of work to accomplish these goals.

On the part of the employees performance appraisal feedback serves as a means of satisfying the need for information on how employees are meeting up with their personal goals and as serves as a form of social measurement among their peers. Feedback serves as a basis for identifying discrepancies self and others performance and work goals (Carver, Scheier 1981).

From both the organizations and employees point of view a performance appraisal feedback process can serve as a means of identifying the employee's weakness and unidentified goals. Identification of these shortcomings can help the employees to increase their level of performance, redirect their efforts toward achieving both the organizational and personal goals, and also improve their relative standing to internal and external standards. This achievement is of great important to the organization however, performance appraisal feedback has not only leaded directly to the improvement of performance. Research has shown that the success of the feedback depends on a number of factors related to the acceptance of the feedback process which can include: the valence of the message(positive or negative) characteristic of the source(e.g. Knowledge, credibility, familiarity of the job), and the recipient of the feedback and also the perceived relevance and accuracy of the feedback to employees performance and behaviors(fisher , Taylor1979, Zuber , Behson 1998).the level of acceptance of feedback is then expected to neither influence employees positively or negatively on the willingness to improve their work levels.

2.4 Feedback types

Based on the performance appraisal dimension, different types of feedback are delivered. Classifying types of feedback based on the nature of performance helps to understanding the reactions employees have to performance appraisal feedback. (Cuselle, 1987), according to ilegen et al. (1979), on feedback process

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model, the features of each feedback source combined with the form of feedback that best corresponds to each source's characteristic should yield the greatest degree of acceptance of the feedback received. According to (parker 1996), feedback was dichotomized into team process and task outcome performance dimension

Team process performance dimension

This process evaluates the behaviors representative of one team player style called the communicator. The main aim of the communicator it to facilitate the on time completion of task by the team and accomplishment of its goals, other roles of the communicator includes active listening and involvement in the resolution of conflict within the team. The communicator also helps to create an informal and relaxed atmosphere among team members. This performance dimension evaluates and assesses employee's behavior while working together as a team in accomplishing a task. In this performance dimension, peer might be in the best position to give a more accurate and objective and more reliable performance rating on team process system.

Task outcome performance dimension:

This other performance dimension evaluates the nature and content of the outcome of the tasks performed specifically in the terms of the quality and quantity of the final products produced by the employees. In the case of task outcome performance, the supervisor might be in the best position to judge behavior or final outcome given the supervisor's expertise is in the field and ability to judge the quality of task outcomes leading to a higher level of feedback acceptance by the employees.

2.5 Sources of performance appraisal and its feedback effect on employees.

Recently in an attempt to increase effectiveness of the appraisal system, organizations have introduced multi source appraisal and feedback programs.(Albright & levy 1995).in the multi-source appraisal program, employees receive evaluation and feedback from not only their supervisors but also from other sources such as peers, subordinates and even their customers. This form of performance appraisal came up as result of increasing number of responsibility and task for the supervisor and well as increasing number of subordinate. Another contributing factor to the effectiveness of this program is the continuous flattens of the hierarchy within the organization that might make it more difficult for supervisors to assess their subordinate. (Cascio 1995)

While some organizations are aware that their performance evaluation is multi sourced, some organizations are unaware of this fact. An appraisal program is considered multi sourced if more than one source in evaluating employees or considers all the sources like customers peers etc.

The aim of consulting as many sources is to allow employees obtain true feedback reflecting their true ability on the job and also help judge a wider variety of behavior on the job that might not be displayed by the employee during the period of appraisal. The feedbacks on this form of appraisal are usually generally acceptable by the targeted employees. According to (dinette 1993, facteau et al 1998), multi source performance appraisal has received attention from both managers and academics. Though the program has led to many researches, many issues still remain unresolved.

2.6   Factors that may affect the feedback process

Positive appraisal reaction feedback/components of a good appraisal system

Satisfaction:

One of the most frequently measured appraisal reaction is satisfaction (Giles & moss holder, 1990). Appraisal satisfaction has been mainly viewed in three ways: satisfaction with the appraisal interview or session, satisfaction with the appraisal system, satisfaction with performance ratings.

Satisfaction of performance appraisal is an indication of the degree to which subordinates are satisfied, serves as a report of the accuracy and fair evaluations of performance, and the feel that they will improve their working relations with their supervisors.

In the same view, Taylor et al. (1995) conceptualized satisfaction with a four-item scale of assessing: whether the organization should enhance or change the appraisal system, whether there are less work problems arising as a result of the performance appraisal system, whether employees are satisfied with the way the organization conducted the appraisal, whether having appraisals is a waste of time.

Fairness:

Assessing the appraisal fairness is a more complicated phenomenon compared to other reactions from performance appraisal. This is due to the influence the organization justice has recently on measuring employee's reaction to performance appraisal. This argument is in line with smither's (1998) that a good appraisal system is of great sensitivity to issues of justice or fairness.

In the past, appraisal fairness was viewed as either the perceived fairness of the performance rating or the perceived fairness of the appraisal in general. In recent times however, researchers in performance appraisal have brought to life the concepts of procedural and distributive justice and have used these measures to assess and justify the issue of fairness. (Korsgaard and Roberson, 1995).to this effect, appraisal fairness has been interpreted in four different ways: fairness with performance ratings, fairness with the appraisal system, procedural justice, and distributive justice.

Perceived utility:

One of the popular reactions to performance appraisal is the utility of the appraisal.

In comparison with satisfaction and fairness, the measurement of perceived utility has been relatively consistent and uncompounded. The most typical idea of perceived utility has focused on the usefulness of the appraisal system. Greller (1978) conceptualized utility in terms of the appraisal session and operational zed this with items such as "the appraisal helped me learn how i can do my job better" and "i learned a lot from the appraisal.

Perceived accuracy:

In reviewing any performance appraisal, perceived accuracy has to be used as a criterion because it presents an unusual case when compared to other typical reactions that are measured. Cawley et al. (1998) reported that the vast majority of studies appear to confound accuracy with other reactions, most notably fairness. In this study the employees perceived the performance appraisal as not been accurate.

2.7 Employee's attitude towards the content of performance appraisal

It is important in this work to consider the employees attitudes towards performance appraisal itself and its feedback. In any appraisal system the mangers know more than the employees this gives a form of reception on the part of the employees to the appraisal process. Employee's attitude towards performance can also be change by making the appraisal system about them and not about how the organization can make money. In the two studies conducted by levy and William (1998), there is a perceived knowledge in predicting appraisal reaction in terms of job satisfaction and organizational commitment. The conclusion from the studies was drawn as: the employees who believe they understand the appraisal systems used in the organization are most likely to favor important organizational variables in the future and also have the following characteristics: they are more accepting and largely favor the appraisal system and its feedback, they have more satisfaction on

their job, they are highly committed to the organization, they are most likely to rate the performance appraisal as fair.

According to mount (1984) for performance appraisal to be conducted in an effective manner and for it to be accepted, the unique perceptive ability of both the employees and the mangers must be taking into consideration. In summary for employees to have a positive attitude towards performance appraisal, the following should be taken into consideration.

There should be a system of formal appraisal, it should be conducted frequently, supervisors should have more knowledge about the appraisal process, employees should have an opportunity to appeal their ratings, and the organization environment should be co operative rather than competitive, the plan of the organization should also deal with weakness rather than only acknowledge strength.

2.8 Employee attitude towards work

Employees have attitudes or viewpoints about many aspects of their jobs, their careers, and their organizations and these view point play and important role in performance appraisal. The most known employee attitude is job satisfaction. According to locke (1976), employee attitude is described as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. A lot of confusion and debates have been going on among practitioners on the topic of employee attitudes. According to (Rynes, et al 2002), in a study of human resources professionals there are three knowledge gaps in the area of employee attitudes. That is, the causes of employee attitudes, the results of positive or negative job satisfaction, and how to measure and influence employee attitudes. Analyzing the first gap, the causes of employee attitudes, several studies have shown the influences of a person's disposition on employee attitude and job satisfaction. (Staw & Ross, 1985)

demonstrated in their study that a person's job attitude and satisfaction scores have stability over time, even when he or she changes jobs or companies.

According to Shane and Herold (1996) differences in attitude across employees can be traced in part to differences in their disposition or temperament. Weiss and Cropanzano (1996) suggest that disposition may influence the experience of emotionally significant events at work, which in turn influences work attitude and coherently job satisfaction. Also, in a related development, brief (1998) and Motowidlo (1996) have developed theoretical models in an attempt to better understand the relationship between dispositions and job attitude of employees.

The issue of work situation should not be left out in terms of employee attitude, job satisfaction and organization impact. Contrary to some beliefs, the most visible influence on employee attitude and job satisfaction is the nature of the work itself often called intrinsic job characteristics (judge and church, 2000). Also Jurgensen (1978), have shown in their research that when employees are asked to evaluate different facets of their job such as supervision, pay, promotion opportunities, co-workers, and so forth, the nature of the work itself, generally emerges as the most important job facet this does not rule out the impact of compensation programmed or effective supervision but instead it proves that, more can still be done to influence employee attitude at work by ensuring that work is as interesting and challenging as possible. It is very wrong to think that employees are most desirous of pay to the exclusion of other job attributes such as interesting work situation.

2.9 Employee attitude and job performance

The studies conducted by Hawthorne (1930), creates vivid awareness of the effects of employee attitudes on performance. Shortly after the studies, came the notion that a happy worker is a productive worker. This notion became an interesting area of research for most researchers. Many of the researchers

however saw a weak relation between employee attitude and performance .thus, the conclusion that the presumed relationship between job satisfaction and performance was a management trend and misleading became widely spread. Subsequent research on this proved the earlier perception inadequate. Organ (1988) suggests that the reason why a strong relationship could not be found between employee attitude and performance is as a result of the narrow scope of the definition of job performance. He proposes that the definition of job performance should be made to include important behaviors not generally reflected in performance appraisals, such as organizational citizenship behaviors.

CHAPTER THREE
RESEARCH METHODOLOGY

3.0 Introduction

In this chapter, we look at research design, study location, target group, sampling procedure and size, research instruments, piloting, data collection procedures, analysis and presentation

3.1 Population

The study was to focus on employee of the organization as a population in the assessment of employee's attitude towards performance appraisal at Kakira Town Council and its effects to work performance. It was basically to cover the all employees who are working with the organization or council.

3.2 Sample

Siegel (1997) defines a sample as some of the pertinent observation from a specified population. The sample was picked up randomly and it was to depend on number of employees found in that organization. This was to involve all people basing on the organization through sampling strategy which was be used in the study.

3.3 Unit of analysis

The researcher targets employees or staffs in the whole organization or town council found in Jinja District in the areas of management and other staffs.

3.4 Sampling frame

The researcher was to use an updated list on workers payrolls which will be found at human resource department. The source lists, which were used, are scheme of service and organization establishment.

3.5 Data collection method

Three methods were used for data collection because there are no single method that claims to offer convincing information.

3.5.1 Interview

Churchill, (1987) remarks that interview is the method that involves presentation of oral stimuli and reply in terms of oral verbal responses. This method of data collection is preferably used because it increases the precision of the data gathered. This is because the unstructured conversation usually was to make the researcher and the respondent to be friendly and hence, willing to express their views on the research problem under study.

3.5.2 Observation

This method of data collection includes physical presence and full participation in the organization activities. Through this instrument the researcher concentrated in observing the attitude of employees in performing their duties and the way their motivated. More emphasize was directed to all departments of the organization.

3.5.3 Questionnaires

These are structured questions prepared so as to be distributed to particular persons in order to enable them answer those questions which are found from questionnaires, and at the end those questionnaires was to be collected by the researcher in order to analyze the data collected.

3.6 Data collection process

The data, after collection has to be processed and analyzed in accordance with the outline laid down for the purpose at the time of developing the research plan. Kothari, (1990) the term analysis refer to the computation of certain

measures along with searching for patterns of relationship that exist among groups or data.

3.6 1 Data processing

The research was to ensure that the data obtained is accurate and consistent through questionnaires. And those data from questionnaires was edited to detect errors and omissions and correct them and this is because the researcher was to process data through coding, editing and classifying them. Coding was used to assign symbols and make the information limited for classification through statistical package for the social sciences. The information collected was to be classified according to the nature of data collected. This was to give clear information and make it easy for researcher to interpret and understand the findings.

3.6.2 Data analysis.

Data analysis in a general way involves a number of closely related operations, which are performed collected data and organizing these in such a manner that they answer the research question Kothari (1990).the data collected from interviews and questionnaires was to be summarized in tables, charts or graphs to make it easy for interpretation.

3.6.3 Validity

Because of its quantitative nature, survey was to be conducted through use of questionnaires and interviews with relatively higher degree of subjectivity thus, to minimize its effects, the researcher was triangulate the answers with other sources, and also he was pose clear questions using simple language in the whole process.

3.6.4 Reliability

The researcher was to ensure that all measurements and observation made on this study can be replicated by other researcher and yield the results. Considering things like subject error, subject bias, observer error and observer bias was to be minimized since I was to conduct pre-survey. Therefore researcher was to consider proper timing of the interview; also he will use clear defined terms and clear interview guide and questionnaires. Also researcher was to maintain a neutral state of facial expression while collecting differing views for all individual in the social units.

CHAPTER FOUR
FINDINGS AND INTERPRETATIONS

4.0 Introduction

This chapter is a presentation, interpretation and discussion of the field results. The results are presented in tables and in form of frequency counts and percentages. The results and discussions are centered on the set objectives of the study.

Therefore, out of the 60 questionnaires sent to the respondents, only 50 were answered and that means 50 responded to the questionnaires as seen in tables and graphs of findings.

4.1 Both male and female respondent were involved in the study to ascertain whether employee have the impact on the performance appraisal in Kakira Town Council.

The respondents were asked to state the gender status and below were their responses.

Table 1: Showing gender of respondents

Gender	Frequency	Percentage
Male	35	70
Female	15	30
Total	50	100

Source: primary Date

According to table 1 above 70% were male and 30% were female indicating that mainly male affair representation study population.

4.1.2 Characteristic according to age

Table 2: Showing age composition of respondent

Age (years)	Frequency	Percentage
1to20	-	-
21-30	13	26
31-40	12	24
41-50	22	44
Above 50	3	6
Total	50	100

Source: primary Date

According to table 2 above 44%were between 41-50 years and 26% between 21-30years, 24% were 31-40, 6% above 50 years. It was discovered that most respondent in Kakira Town Council are aged between25-50 years.

4.1.3 Characteristic according to education background

Table 3 Showing education back ground of respondents

Education level	Frequency	Percentage
Primary	-	-
Secondary	25	50
Diploma	10	20
Degree	15	30
Total	50	100

Source: primary Date

According to table 3 above indicate that 50% have attained secondary education and 30% are degree holders, 20%have diploma.

4.1.4 Characteristic according to marital status of respondents

Table 4: Showing marital status of respondents

Marital status	Frequency	Percentage
Single	18	36
Married	32	64
Separated	-	
Divorced	-	
Widowed		
Total	50	100

Source: primary Date

Table 4: show that 36% of the respondents are single, 64% are married and there were no findings on married respondents. This shows that most respondents were married which can be explained by majority of middle aged respondents.

4.2.1. Are you aware of employee performance appraisal in Kakira Town Council?

The employees were asked whether they are aware of employee performance appraisal in Kakira town

Council and the response were as follows.

Table 5: Showing the employee performance appraisal

Response	Frequency	Percentage
Strongly agree	40	80
Agree	6	12
Disagree	4	8
Strongly disagree	-	
Not sure	-	
Total	50	100

Source: primary Data

According to table 5, 80% strongly agreed that they are aware of employee performance appraisal in the organization, 12% agreed and 8% disagreed being aware of employee performance appraisal in the organization. From analysis it was revealed that 80%from the respondent strongly agreed that they are aware of employee performance appraisal in the council.

4.3 Is there any contribution of employee performance appraisal in Kakira Town Council?

The questionnaire was intended to find out whether there is contribution of employee performance appraisal in Kakira Town Council and the responses as follows.

Table 6: Showing contribution of employee performance appraisal in Kakira Town Council.

Response	Frequency	Percentage
Strongly agree	30	60
Agree	10	20
Disagree	-	-
Strongly disagree	-	-
Not sure	10	20
Total	**50**	**100**

Source; primary Date

From the finding in table 6above it was found that 60% of the respondents strongly agree that there is contribution to employee performance appraisal in Kakira Town Council while 20% of the respondents agree to the same and the other 20% are not sure. The researcher found out that there is contribution of employee performance appraisal in Kakira Town Council evidenced by 60% of the respondents who strongly agree about the statement.

4.4. Do you think there are challenges facing performance appraisal in Kakira Town Council?

The questionnaire intended to find out whether there are challenges facing performance appraisal in Kakira Town Council and the response as follows.

Table 7: Showing challenges facing performance appraisal in Kakira Town Council.

Response	Frequency	Percentage
Strongly agree	30	60
Agree	10	20
Disagree	-	-
Strongly disagree	-	-
Not sure	10	20
Total	**50**	**100**

Source: primary Date

From the table 7 above it was found that 60% strongly agree that there are challenges facing performance appraisal in Kakira Town Council while 20% of the respondents agree to the same and the other 20% are not sure whether there are challenges facing performance appraisal in Kakira Town Council. In analysis of the question it was concluded that there challenges facing performance appraisal in Kakira Town Council as evidenced by 60% of the respondents.

4.8. Are there any type of employee performance appraisal in Kakira Town Council?

This questionnaire was intended to find whether are there types of performance appraisal in Kakira Town Council and the response were as follows.

Table 8: Showing whether there is any type of performance appraisal in Kakira Town Council

Response	Frequency	Percentage
Strongly agree	40	80
Agree	5	10
Disagree	5	10
Strongly disagree	-	-
Not sure	-	-
Total	50	100

Source: primary Date

From the findings in the table 8 above 80% of the respondents strongly agree that there are type of performance appraisal in Kakira Town Council while on the same 10% of the respondent agree and on the other hand 10% disagree whether there are any type of performance appraisal in Kakira Town Council. In analysis the researcher found out that there are types of performance appraisal In Kakira Town Council as evidenced by 80% of the respondents who strongly agreed.

4.9. Do you think the challenges of employee performance appraisal can be addressed?

This questionnaire was intended to find out whether challenges of employee performance can be addressed.

Table 9: Showing the challenges of employee performance can be addressed.

Response	Frequency	Percentage
Strongly agree	20	40
Agree	10	20
Disagree	10	20
Strongly disagree	-	-
Not sure	10	20
Total	50	100

Source: primary Date

In the view of the analysis from the above table,40% of the respondents strongly agree that challenges of employee performance can be addressed where as 20% of the respondents agree and another 20% of the respondents disagree that challenges can not be addressed and on the other hand 20% where not sure. In analysis to the questionnaire it was evidenced that challenges of employee performance can be addressed as seen form the 40% who strongly agree.

4.10.1. Are there advantages of employee appraisal on organization success in Kakira Town Council?

This questionnaire was intended to find out whether there are advantages of employee appraisal on organization success in Kakira Town Council.

Table 10: Showing whether are there advantages of employee appraisal on organization success in Kakira Town Council and respondents were as follows.

Response	Frequency	Percentage
Strongly agree	20	40
Agree	10	20
Disagree	10	20
Strongly disagree	5	10
Not sure	5	10
Total	50	100

Source: primary Date

From the table above, the analysis showed that 40% of the respondents strongly agree that there are advantages of employee appraisal on organization success in Kakira Town Council, where as 20% of the respondents agree and another 20% of the respondents disagree that there are no advantages of employee appraisal on organization success in Kakira Town Council while 10% of the respondents strongly disagree and another 10% of the respondents not sure whether are there advantages of employee appraisal on organization success in Kakira Town Council. In analysis of the question it was concluded that there are Advantages of Employee Appraisal on Organization Success in Kakira Town Council as evidenced by 40% of the respondents.

4.11. Do you think they carry out employee performance appraisal in Kakira Town Council?

The questionnaire was intended to find out whether they carry out employee appraisal in Kakira Town Council and the respondents were as follows;

Table 11: Showing they carry out employee appraisal in Kakira Town Council.

Response	Frequency	Percentage
Strongly agree	5	10
Agree	5	10
Strongly disagree	20	40
Disagree	-	-
Not sure	20	40
Total	50	100

Source: primary Data

In reference to table 11, above the majority of the respondents 40% are not sure that whether they carry out employee performance appraisal in Kakira Town Council where another 40% on the same strongly disagree and 10% of the respondents agree that they carry out performance appraisal in Kakira Town Council while 10% of the respondents strongly agree that they carry out employee performance appraisal in Kakira Town Council.

4.12. Performance appraisal is frequently done after two month in this organization.

Table 12: Showing performance appraisal is frequently done after two month in this organization and the response were as follows.

Response	Frequency	Percentage
Strongly agree	30	60
Agree	5	10
Strongly disagree	5	10
Disagree	10	20
Not sure	-	-
Total	50	100

Source: primary Date

From the table above 60% of the respondents strongly agree that performance appraisal is frequently done after two month in the organization while 20% of the respondents disagree and the other10% of the respondents agree and the other 10% of the respondents strongly disagree whether performance appraisal is frequently done after two month in the organization. In analysis it was discovered that performance appraisal is frequently done after two month in the organization as evidenced by 60% who strongly agreed.

4.12. Is there any measure to promote employee performance appraisal in Kakira Town Council?

The questionnaire was intended to investigate whether is there any measures to promote employee performance appraisal in Kakira Town Council.

Table 13: showing measure to promote employee performance appraisal in Kakira Town Council and the respondents were as follows.

Response	Frequency	Percentage
Strongly agree	40	80
Agree	5	10
Strongly disagree	5	10
Disagree	-	-
Not sure	-	-
Total	**50**	**100**

Source: primary Date

From the finding in the table 13 above 80% of the respondents strongly disagree that there are measure to promote employee performance appraisal in Kakira Town Council while 10% of the respondents agree and 10% of the respondent strongly disagree to the statement. In analysis the researcher found that there is measurement to promote employee performance appraisal in

Kakira Town Council as evidenced by 80% of the respondent who strongly agreed.

4.13. Is there any government intervention in enhancing employee performance appraisal in Kakira Town Council?

Table 14: Showing whether is there any government intervention in enhancing employee performance appraisal in Kakira Town Council and the responses were as follows.

Response	Frequency	Percentage
Strongly agree	5	10
Agree	5	10
Strongly disagree	20	40
Disagree	-	-
Not sure	20	40
Total	50	100

Source: primary Date

From table 8, above the majority of the respondents 40% not sure whether is there any government intervention in enhancing employee performance appraisal in Kakira Town Council while another 40% of the respondents also strongly disagree on the some and 10% of the respondents also agree while another 10% of the respondents strongly agree that there is government intervention in enhancing employee performance appraisal in Kakira Town Council. In the analysis it was discovered that 40% of the respondents strongly disagreed.

4.15. Do you think that employee performance appraisal in Kakira Town Council can be addressed?

The questionnaire was intended to find out whether employee performance appraisal in kakira town council can be addressed and responses were as follows.

Table 15: Showing whether employee performance appraisal in Kakira Town Council can be addressed.

Response	Frequency	Percentage
Strongly agree	10	20
Agree	20	40
Strongly disagree	10	20
Disagree	5	10
Not sure	5	10
Total	**50**	**100**

Source: primary Date

According to the date investigation it was recognized that 40% of the respondents agree with the statement while 20% of the respondents strongly agree and strongly disagree that employee performance appraisal in Kakira Town Council can not be addressed. And the rest of the respondents disagree and also 10% of the respondents are not sure. In view of the questionnaire above it was evidenced by 40% of the respondents who agreed about the statement.

CHAPTER FIVE
PRESENTATION OF FINDING S CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction.

In this chapter, the conclusions from the study and the recommendations made are presented.

5.1 Summary.

Having analyzed the impact of performance appraisal on the organization performance. Employees were asked to answer questions on the study which was conducted with three objectives.

The study covered a sample of 50 respondents all from Kakira Town Council. most of the employee 70% were male and 30% were female while at least 30% of the respondents were found to be having a degree qualifications and another 20% of the respondents had a qualification of a diploma and 50% of the respondents had a secondary school level of education and still in the respondents of Kakira Town Council most of the employees from 40% are aged from 41- 50years , 24% are aged from 31- 40 year and also 26% are aged from 21 – 30 years while 6% are aged above 50 years . Marital status of the respondents 64% are married while 36% are single.

From the findings 80% strongly agree that they are aware of employee performance appraisal in the organization while 12% of the respondents agree on the same and 8% of the respondents disagreed that there are not aware employee performance appraisal within the organization.

In reference to the responses in the findings 60% of the respondents strongly agree that there is contribution of employee performance appraisal in Kakira Town Council while 20% of the respondents agree to the same and 20% of the

respondents are not sure whether there is any contribution of employee performance appraisal in Kakira Town Council.

According to the data investigated, it was recognized that 40% of the respondents strongly agree that the challenges of employee performance appraisal can be addressed while 20% of the respondents agree and another 20% of the respondents disagree that the challenges can be addressed and on the other hand 20% of the respondents were not sure.

From the finding in the table 10 above 40 % of the respondents strongly agree that there are advantages of employee appraisal on organization success in Kakira Town Council while 20% of the respondents agree and another 20% of the respondents disagree whether there are advantages of employee appraisal on organization in Kakira Town Council while 10% of the respondents strongly disagree and another 10% of the respondents are not sure whether there are advantages of employee appraisal on organization success in Kakira Town Council .

From the responses the majority of the respondents 40% are not sure whether they carry at employee performance appraisal in Kakira Town Council while another 40% on the same strongly disagree and 10% of the respondents agree that they carry at in performance appraisal in Kakira town council while 10% of the respondents strongly disagree that they carry out employee performance appraisal in Kakira Town Council.

From the responses 60% of the respondents strongly agree that performance appraisal is frequently done after the month in the organization while 20% of the respondents disagree and 10% of the respondents agree and the other 10% Of the respondents strongly disagree whether performance appraisal is frequently done after two in the organization .

In view of the analysis, from the table above 80% of the respondents strongly disagree that there are measures to promote employee performance appraisal in Kakira Town Council while 10% of the respondents agree and 10% of the respondents strongly disagree to the statement.

5.2 Conclusion

The study indicates that the analysis of the impact of performance appraisal on the organization performance case study Kakira Town Council in Jinja District. From the general point of view of the respondents, it is evident that Kakira Town Council has in place the impact of performance appraisal on the organization performance.

According to the respondents, it was recognized that 40% of the respondents agree with the statement while 20% of the respondents strongly disagree that employee performance appraisal in Kakira Town Council can not be addressed. And the rest of respondents disagree and also 10% of the respondents are not sure.

In reference to table, above it was found 60% strongly agree that there are challenges facing performance appraisal in Kakira Town Council while 20% of the respondents agree to the same and the other 20% are not sure whether there are challenges facing performance appraisal in Kakira Town Council.

From the finding of table 8 above 80% of the respondents strongly agree that there are a type of performance appraisal in Kakira Town Council while 10% of the respondents agree and on other hand 10% disagree whether they are any type of performance appraisal in the organization .

From the findings in table 14, majority of the respondents 40% are not sure whether there is any government intervention in enhancing employee performance appraisal in Kakira Town Council while another 40% of the

respondents also strongly disagree on the same and 10% of the respondents also agree and 10% of the respondents strongly agree that there is government intervention in enhancing employee performance appraisal in Kakira Town Council.

It can therefore be **concluded** that the impact of performance appraisal on the organization performance has an important contribution to employee performance in Kakira Town Council and this helped it to improve on its performance as an organization towards its effectiveness and efficiently. However, other factors that affect the impact of performance appraisal need to be examined and worked upon for the general performance of Kakira Town Council to improve.

5.3 .Recommendation

The following practical recommendations which may improve impact of performance appraisal on the organization. Include the following.

Use the performance appraisal document periodically, at least quarterly through out the year to assess the employee progress. The performance appraisal document is a useful discussion starter. It consolidates employee performance information in one spot. The performance appraisal provides a running record of employee performance discussions all years. It provides a picture of the employee's accomplishments and progress throughout the year.

Feedback should be provided to employee regularly, not just in the annual performance appraisal, employees like regular feedback (particularly millennial employees) and an effective manager takes time every day for employee feedback.managers get more comfortable with feedback, better at giving feedback, and there nip problems before they big.

Engage the employee in two-way discussion whenever their performance is the topic you can improve performance appraisal by involving the employee in the discussion all year long .then the official performance appraisal day is just an extension of the normal performance discussion.

Improve performance appraisals by using a copy the actual from prior to the performance appraisal meeting in the worst cases both the manager and the employee fill out the form give the employee a grade or a score and then , arrive at the performance appraisal meeting dug into their positions and points of view fore goal like performance monitoring, performance planning.

An effective performance appraisal trust employee to do the right thing, if they knew what the right thing is. Consequently, setting performance goals. Set goals in the way that reinforces the employees' ability to plan and implement the steps necessary to reach the goal. The performance appraisal must support and reinforce the employees' empowerment, his or her ability to chart the course to success accomplishments.

5.4 Recommendations for further study.

A related study can be carried out on the impact of performance appraisal in the different town council such that a comparison can be carried out for further clarification. Especially the impact of performance appraisal on organization performance in town councils.

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APPENDIX: A

QUESTIONNAIRES

I am called Giridubo Emmanuel a Bachelor student of Kampala International University. I am conducting research on "the impact of performance appraisal on the organization" a case study Kakira Town Council in Jinja District. The purpose of this study is to fulfill my academic requirements .therefore I kindly request you to answer for me the following questions.

Note: your response will be treated the highest degree of confidentiality.

Please tick in the most appropriate box.

PART A: BIO DATA

1. Gender

   Male ☐   Female ☐

2. Age of respondent

   1 to 20 ☐   41-50 ☐
   21-30 ☐   above 50 ☐
   31-40 ☐

3. Level of education

   Primary ☐   Diploma ☐
   Secondary ☐   Degree ☐

4. Marital status

   Married ☐   Separated ☐
   Single ☐   Divorced ☐
   Widowed ☐

5. Are you aware of employee performance appraisal in Kakira Town Council?

   Strongly agree ☐   Strongly disagree ☐

Agree   ☐   Not sure   ☐

Disagree   ☐

6. Is there any contribution of employees' performance appraisal in Kakira Town Council?

Strongly agree   ☐   strongly disagree   ☐

Agree   ☐   not sure   ☐

Disagree   ☐

7. Do you think there challenges facing performance appraisal in Kakira Town Council

Strongly Agree   ☐   Strongly Disagree   ☐

Agree   ☐   Not Sure   ☐

Disagree   ☐

8. Are there any types of employee performance appraisal in Kakira Town Council?

Strongly agree   ☐   Strongly Disagree   ☐

Agree   ☐   Not Sure   ☐

Disagree   ☐

9. Do you think the challenges Of Employee Performance Appraisal Can Be Addressed?

Strongly Agree   ☐   Strongly Disagree   ☐

Agree   ☐   Not Sure   ☐

Disagree   ☐

10. Are there advantages of employee appraisal on organization success in Kakira Town Council?

Strongly agree   ☐   Strongly Disagree   ☐

Agree   ☐   Not Sure   ☐

Strongly Disagree   ☐

11. Do you think they carryout employee performance appraisal in Kakira Town Council?

Strongly agree ☐   Strongly Disagree ☐

Agree ☐   Not Sure ☐

Strongly Disagree ☐

12. Performance appraisal is frequently done after five month in this organization?

Strongly agree ☐   Disagree ☐

Agree ☐   Not Sure ☐

Strongly Disagree ☐

13. Is there any measure to promote employee performance appraisal in Kakira Town Council?

Strongly Agree ☐   Strongly Disagree ☐

Agree ☐   Not Sure ☐

Disagree ☐

14. Is there any government intervention in enhancing employee performance appraisal in Kakira Town Council?

Strongly Agree ☐   Strongly Disagree ☐

Agree ☐   Not Sure ☐

Disagree ☐

15. Do you think that employee performance appraisal in Kakira Town Council can be addressed?

Strongly agree ☐   Strongly Disagree ☐

Agree ☐   Not Sure ☐

Disagree ☐

APPENDIX: B

THE TIME FRAME OF THE STUDY

Proposal	May
Data collection	May
Dissertation	July
Submitting	July

BUDGET FOR THE STUDY

Item amount in ug.sh

Typing and printing	100,000
Literature	100,000
Data collection	100,000
Miscellaneous	100,000
Total	**400,000**

COLLEGE OF HUMANITIES AND SOCIAL SCIENCES
DEPARTMENT OF POLITCAL AND ADMINISTRATIVE STUDIES

Date: 27ᵗʰ/05/2014

To: to the Town clerk, KAKIRA Town council, JINTA DISTRICT

This is to introduce to you MR. GIRINUBS Emmanuel .... Reg. No. BPA/51182/113/DU who is a bonafide student of Kampala International University. He/She is working on a research project for a dissertation, which is a partial requirement for the award of a Degree. I here by request you, in the name of the University, to accord him/her all the necessary assistance he/she may require for this work.

I have the pleasure of thanking you in advance for your cooperation!

Yours Sincerely,

Mr. Mwesigwe Williams
Head of Department, Political and Administrative Studies