IMPACT OF PERFORMANCE APPRAISAL SYSTEM ON THE EFFECTIVENESS OF EMPLOYEES IN NAMISINDWA DISTRICT

BY

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REG.NO: 1163 – 06404 – 08751

A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF HUMANITIES AND SOCIAL SCIENCE IN PARTIAL FULFILLMENT FOR THE AWARD OF BACHELORS OF PUBLIC ADMINISTRATION AND MANAGEMENT DEGREE OF THE KAMPALA INTERNATIONAL UNIVERSITY

OCTOBER, 2019

DECLARATION

I **WALELA PETER** a student of Kampala International University, declare that this Thesis is original and to the best of my knowledge has never been submitted or tendered for any other degree award to any other institution before

Signature: ....

Date: ....16/10/2019.................

APPROVAL

I certify that this Thesis satisfies the partial fulfillment of the requirement for the award of the Degree of Bachelor of Public Administration of Kampala International University.

Dr. Katunguka Aaron

Signature: ....

Date: ....

DEDICATION

I dedicate this research Thesis to my parent Mr. and Mrs. Walela Thadeus Nakhaima (Late) and Tseboyi Bennah Natte, to all my friends and family members especially my wife Munyoli Betty for their contribution towards financing, encouragement and material support which enabled me reach this level.

ACKNOWLEDGEMENTS

I thank the Almighty God for making it possible for me to complete this piece of work for the knowledge, wisdom, courage and determination he has granted me. My supervisor Dr. Katunguka Aaron deserves special thanks for his guidance, insights, ideas, and the encouragement throughout this research.

Am also humbled to acknowledge the efforts of my family; Mr. and Mrs. Walela Thadeus Nakhaima (Late) and Tseboyi Bennah Natte, of which if you were not there for me since I started my studies, probably I would not have taken an extra mile to reach where I have reached. Thanks to my parents, you are a blessing.

I also do recognize my friends, course mates and others whose resources, love and advices have been useful towards the completion of this research report.

LIST OF ACRONYMS

NDLG	Namisindwa District Local Government
CQU	Central Queens University
LG	Local Government
ROM	Results Oriented Management
UN	United Nation

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ABSTRACT

The study aimed at assessing the impact of performance appraisals on performance of employees in Namisindwa District Local Government on the following objectives, how performance appraisal of employees enhances employee performance in Namisindwa District Local Government; to establish how performance appraisal of employees improves on organizational growth increase in Namisindwa District Local Government and to assess the relationship between Performance Appraisal System and employee performance in Namisindwa District Local Government. The research used descriptive research design in order to examine the impact of performance appraisals on employee performance in Namisindwa District. This research design was chosen because it enabled the researcher to interact with the employees of Namisindwa District.. The researcher employed a cross sectional research design. The design was appropriate in investigating the empirical and theoretical relationship between the variables. The researcher used a sample size of 63 respondents that included both males and females using simple random sampling, questionnaires, literature analysis to obtain the data. From the finding of the study, it is therefore evident that Namisindwa District does not employee all the necessary motivational tools required to improve performance. This is based on the large number of respondents who recognized on performance appraisal systems as tools that were identified. Employee performance however had improved basing on the questions that were asked by the researcher to the respondents in Namisindwa District. According to the results obtained from the research, it clearly indicated that there was a great relationship between the two variables of *"performance appraisals"* and *"employee performance"*. The researcher recommends the following steps; Management of Namisindwa District is therefore encouraged to pay its employees so that they can stay at work and give their best. This will help employees in meeting their demands and ensuring proper budgeting of their funds. Management of Namisindwa District should revise it payment schedules and endeavour always to pay in time. This will help employees in meeting their demands and ensuring proper budgeting of their funds. It's important that management of Namisindwa District considers paying its workers according to work done for better results; this will motivate employees to work harder in order to earn more. Management of Namisindwa District should continue to provide more of the fringe benefits such as medical allowances, housing allowance and transport allowance to its employees. Management of Namisindwa District should consistently revise its bonus payment practice in order to maintain the present employee satisfaction. The management of Namisindwa District should take up the tool of training its employees to equip them with the necessary skills needed to produce quality work in the organization.

CHAPTER ONE
INTRODUCTION

1.0.   Introduction

The chapter gives the information on the background of the study, statement problem, and purpose of the study, objectives of the study, research questions, scope of the study, significance of the study, justification of the study, limitations of the study.

1.1.   Back ground of the study

1.1.1.   Historical perspective

Performance appraisal refers to the assessment /evaluation of employee performance against performance standards and agreed upon targets. Performance appraisal results are used in selection, recruitment, placement induction and training. The research will establish and analyze performance appraisal and its effectiveness on the staff performance in Namisindwa district local government and will offer recommendations. The research will be carried out in Namisindwa District Local Government headquarters.

Globally, Performance appraisal are known as one of the most problematic components of human resource (HR) management (e.g. Allen and Mayfield, 1983). All involved parties — supervisors, employees, and HR administrators typically are dissatisfied with their organization's performance appraisal system (Smith *et al.*, 1996) and view the appraisal process as either a futile bureaucratic exercise or, worse, a destructive influence on the employee-supervisor relationship (e.g. Momeyer, 1986). This is certainly true of most organizations, at least in the USA, wherein surveys typically reveal widespread dissatisfaction with the appraisal process (Huber, 1983; Walsh, 1986). Despite these indictments, managers are reluctant to abandon performance appraisal which they still regard as an essential tool of HR management (Meyer, 1991).

Appraisal, according to Smith (2000), involves the identification of cause and effect relationships on which employment and labour policies are based or can be based and are a routine process that organizations use to evaluate their employees. It is a systematic assessment that is as objective as possible of an ongoing programme or policy, its design, implementation and results.

Its aim is to appraise the relevance and fulfillment of objectives, efficiency, effectiveness, impact and sustainability.

Although, performance appraisal itself is often a process that involves documentation and communication, the tendency in recent years has been to formalize the appraisal process, whereas in years past, an informal approach with very little record keeping sufficed, now more documentation is required. Organizations usually formalize part of the process by using a standard form.

Currently, many organisations are implementing or planning to implement, reward and/or recognition programmes believing that these will help bring about the desired cultural change. In some organisations, large amounts of money are being invested in these types of activities and some managers are required specifically to set aside a certain amount from their budgets for this purpose (Denning, 2001). This rationale is based on the assumption that these types of incentives will encourage employee loyalty, foster teamwork and ultimately facilitate the development of the desired culture that encourages and supports knowledge sharing. Others maintain that to encourage knowledge-sharing organisations should design reward and recognition systems that stimulate sharing of all kinds: goals, tasks, vision as well as knowledge (Wright, 2004).

One factor that contributes to an effective performance appraisal system entails ensuring that the system focuses on performance variables as opposed to personal traits (Smither, 1998). Whereas experts disagree about whether performance should be measured in terms of the results produced by employees (e.g. Kane *et al.*, 1995) or in terms of work-related behaviors (e.g. Murphy and Cleveland, 1991), they agree that measuring personal traits has several drawbacks. For example Jankowicz (2004) notes that the validity and reliability of trait-based performance appraisals is highly suspect because the rater's perceptions of the traits being assessed are affected by his/her opinions, biases, and experiences that may have little to do with the particular employee. In addition, appraisals based on personal traits have little value for providing diagnostic feedback to employees or for designing training and development programs to ameliorate identified skill deficiencies (Squires and Adler, 1998). Furthermore, based on his review of the findings from several court cases involving performance appraisal, Malos (1998) concluded that, to be legally sound, appraisals should be job-related and based on behaviors rather than traits.

For an appraisal system to be effective, employees must believe that they have an opportunity for meaningful input into the appraisal process (Weick, 2001). Such input may range from having the opportunity to challenge or rebut the evaluation one receives to judging one's own performance through self-appraisal. Regardless of the nature of employee input, it is clear that giving employees a voice in their own appraisals enhances the perceived fairness of the appraisal process, which, in turn, increases the likelihood that employees will accept the appraisal system as a legitimate and constructive means of gauging their performance contributions. As noted by Gilliland and Langdon (1998), without the perception of fairness, "a system that is designed to appraise, reward, motivate, and develop can actually have the opposite effect and create frustration and resentment".

In the African context however, it is believed that Performance appraisal systems began as simple methods of income justification. That is, appraisal was used to decide whether or not the salary or wage of an individual employee was justified (Armstrong, 1988). The process was linked to outcomes. This method has been employed by most African countries to get best of results for example Ghana, Nigeria, Cameroon, Zambia, Congo, Rwanda, Kenya, Tanzania and many other countries. If an employee's performance was found to be less than ideal, a cut in pay would follow. If their performance was better than the supervisor expected, a pay rise was in order. Performance appraisal results are used either directly or indirectly to help determine reward outcomes. That is, the appraisal results are used to identify the best performing employees who should get the majority of available merit, pay increases, bonuses, and promotions. Also, appraisal results are used to identify the poorer performers who need training demoted or dismissed.

Performance appraisal is good because it makes employees to work hard and fulfill their responsibilities hence, contribute to the overall performance of the organisation. But, unless performance appraisal is performed effectively, it may not help the organization to achieve the objectives of conducting it in the first place that is, to improve organisational performance.

There is an increasing body of critical literatures addressing the role and theory of appraisal. According to Torrington (2005) performance appraisal is designed and imposed by the HR function hence it sometimes leads to have little ownership of the system by line managers. It

seems like a process of form filling exercise for someone else's benefit and with no practical value to performance within the job. Hence this throws some lights on the use and effectiveness of performance appraisal in organisations. Scholars stipulate that although many appraisal systems are still inexistence and continue to be updated, performance management systems are increasingly seen as the way to manage employee performance and have incorporated than appraisal/review process (Ibid.)

Moreover, for long time, media houses in Tanzania were operating in the traditional public administration system using more objective forms of evaluation. This system was inherited by many institutions due to the influx of many media houses in the country in the late 1990's, which resulted into big competitions among them. This led to the need for a mechanism that will make workers work hard to meet the organisation objectives and to serve the growing public expectations in his study indicates that over 68 percent of journalists in newsrooms are not full time employees. Most of them don't have contracts with employers and work under very harsh conditions.

In Uganda therefore, Performance appraisal are understood as an assessment of the performance of an individual in relation to the objectives, activities, outputs and target of a job over a specific period of time like every two months for staff on probation in local government while for permanent staff it is done annually. The objectives of the staff performance motivation, to develop officers potential and to improve officer's performance, the study will be motivated by the fact that despite the continuous staff performance appraisal process, the performance of local government employee doesn't seem to change hence, the need to carry out a research on the performance appraisal system and its effectiveness on staff performance in Namisindwa District Local Government specially.

The new appraisal system takes into account results Oriented management (ROM) where local government are expected to define their objects with measurable performance standard and targets, and how council departments would achieve the objectives Oyella (2007). The new system is based on actual performance of well-defined, resource specific and clearly targeted tasks agreed between the officer and his/her supervisor.

Admitted, there are many inherent problems with appraisal system. And the fact that companies are forever reinvesting or tweaking their system is evidence of this. Even so, the fundamental appraisal problems and issues that haunt appraiser and in the past five years designed three different performance appraisal forms; this alone shows that there is a problems with the previous forms. The fact that the forms are ever being changed could mean that they are not adequately meeting their and improving offices performance.

For all the positive things a well-run appraisal system can accomplish, it generally remains an uncomfortable task for appraisers. There's the challenges of being fair and objectives, for sure .but on the other hand, there is an inherent discomfort on the past of supervisors to confront an employee whose performance is dub-par. both of those reasons are valid, but if you dig a little deeper, it's a good bet you will reach the conclusion that ''money issues'' are at the core of most employee appraisal problems.

The effectiveness of employees refers to the ability of workers to perform their duties as required with little or minimal hindrances. When talking about effectiveness of employees, they employees should have the impression of making a strong impression of the mind and bringing about the results wanted.

In a global understanding effectiveness of employee is one of the remedies to growth and development for any economy in the world. (Brunetto, Y and Farr-Wharton R (2003) refers to all stakeholders to impress the idea of commitment and satisfaction at work. Brattons. Golds (1999) on human resource management " rate motivation as a major factors for employees effectiveness as it is in Business carrying on advertisement Brunetto and Bratton all agree that in employees effectiveness, there must be commitment and being service driven in order to realize good result

For effectiveness of employee to be real, according to Baptise N. R (2008), the employers and the employees have to understand each other's needs. For example the employers have to meet the demands of the employees that is to say understating the hiring wage of the workers, considering their conditions of service like housing, feeding, transport allowances and medical bill to improve on their welfare. An the employees have also follow rules and regulations that govern their service and they should uphold their code of conduct therein

In Australia, Davies D, Taylor R Savery. L (2000), all indicate that effectiveness of employee has been improved through appraisal remuneration and trainings. The best performers during appraisal system. They are either promoted at work and or their salary (wage) in increased for those performing poorly,. In a similar way, those not performing to the expectations are always picked up form on – job trainings in similar industries and also taken for employment tours sometimes, some employees are demoted dorm their position to lower positions.

In America, Britain , Japan, Germany, effectiveness of employee has been gauged on who looks for the job through networking. A very important source of information about a job opening is networking. This means tacking with Friends and acquaintances about jobs in your area of interest. For example, if you would like to work in advertising, get in touch with all the people you know who works in advertising, media buying, or marketing. Jaime E NOCE (2002) searching for a job through networking provides a sense of seriousness and how committed you will be at work and subsequently shows effectiveness of employee

In Uganda, most organizations have taken up refreshers courses. Workshops, seminars and induction counsels to better employee effectiveness. (Jackson 1987) 'linking competitive strategies with Human resource management." Explains induction courses are mainly carried out to direct or instruct one mainly carries in any service to clearly understand their roles and code of conduct while in the field. Some organizations carry on orientation to their new recruits to observe for themselves on what is key to their service . this is common in most industries like Breweries and in private organizations like TAASO Uganda. The workshops and seminars one carried out by individual organization to their employees to inform them on the new developments and change there made and also follow accordingly.

Effectiveness of Employee in Uganda, still remains with a lot to be desired as most workers in government institutions most workers in government institutions do not strictly follow the rules and regulations that guide the employment sector. This can be attributed to either inadequate supervision by the employers in ensuring that the policies passed by the government one strictly

followed or the policies are weak, poor pay, poor working environment or inadequate staff to perform the task.

Effectiveness of employees in Namisindwa District is aimed that making them deliver much needed services to the people and to be accountable. Although some studies (see Brunetto and Wharton, 2003) looked at motivation as one of the factors for effectiveness of employee in the public sector, no study has established the impact of performance appraisal on the effectiveness of employees in Namisindwa District.

1.1.2. The theoretical perspective
Goal Setting Theory and Feedback Theory
The study was underpinned by goal setting and the feedback theory by David and Hayes (2007). The proponents of the goal theory posit that employees record higher levels of motivation when they are presented with explicit goals that they are supposed to meet (Gómez-Miñambres, 2012; Catania, 2012). Such goals could include a sales target in the case of sales employees. Bipp and Dam (2014) in a study that supports the goal theory notes that employees will perform at a higher level in the presence of specific and challenging goals.

Goal setting theory of performance management system. Goal setting refers to goals being set for the future for subsequent performance of an individual or organization. The pioneers of good setting theory was Edwin Locke who states that when individuals or organizations set more difficult goals they perform better.

The theory of goal setting has been extensively research on in the past four decades. According to goal setting theory an employees performs better if the goals that guide work are clear specific and more objectives. How to set challenging goals and conduct fair evaluation in regional public health systems. This theory states that goal setting in essentially linked to task performance. It states that specific and challenging goals are set in interface with the manager and the employee.

The feedback theory (2006)
The study was always based on the ideas of feedback theory by McCalley, 2006. The theory states that providing feedback to employees helps in clarifying what the employees must do.

The theory differs from goal theory in that feedback takes place during and after a given task while goals are set before the commencement of the task (Hon, Wilco and Chan, 2013). Several studies indicate the presence of a positive correlation between feedback and work motivation (Chiang & Jan, 2008; McCalley, 2006).

While a number of organisations continue to use informal and subjective performance evaluation practices to make reward decisions, there is evidence that objective performance evaluation practices an increasingly prevalent in the current times (Gardner, 2008; Sheilds, 2007). Gardner (2008) describes performance appraisal as the evaluation of an individual's work with the main aim of arriving at objective personnel decisions. It is also considered as the process of obtaining, analysing as well as recording information that revolves about the relative worth of the employee to the organisation (Armstrong, 2009). This takes place through the planned interaction between an organisation's supervisors and employees in which the former assess the performance of the latter. One of the main goals in this case is the identification of strengths and weaknesses that form the basis of recommending actions for improved employee performance (Gardner, 2008
The justification for using the two theories is that they tend to explain clearly the importance of employees involvement in goal setting, decision making and getting feedback on how they perform on the given tasks.

1.1.3. Conceptual perspectives

Performance appraisal is an assessment of the performance of an individual in relation to the objectives, activities, output, and target of a job over a specific period of time like for every two months for staff on probation in local Government while for permanent staff, it is done annually. Effectiveness is the level of results from the action of employees and managers. Employees and managers who demonstrate effectiveness in the work place help to produce high quality result. Take for instance, an employee who works the seals floor if the is effective he will make the sales consistently.

Measuring your effectiveness of employee is an important part of managing a team and ensure your organization is growing

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Staff performance appraisal refers to the assessment/evaluation of employee performance against performance standards and agreed upon targets. Performance appraisal results are used in selection, recruitment, placement, induction and training. The research will establish and analyze performance appraisal and its effectiveness on staff performance in Namisindwa District Local Government and will offer recommendations.

Better performance appraisal system causes employees to perform better. In my studies the variable was measured in terms of the three constructs (namely employees performance, employee satisfaction and motivation).

Effectiveness of employees refers to the ability of workers to perform their duties as required with little or minimal hindrances. When talking about effectiveness of employees, it means the employee should have impression of making a strong impression of the mind and bring about the results wanted. It was broken down into five elements. These are reduce stress, refined work, Good organization environment, more attention to reach the organization goal and organization growth.

1.1.4. Contextual perspectives

Namisindwa district local government is one of the districts found in Uganda and exists in the eastern region of the country. It is found in the extreme Boarder with Kenya along river Lwakhakha and the Frindees/ escarpments of mount Elgon. It neighbors the Districts of Bududa, Manafwa, Mbale and Tororo. It is one of the newly created Districts in Uganda carried out of Manafwa district. This district has a total population census statistics of 2017 whereby 41,000 one males and 72,432 females

Namisindwa district local government was chosen for this particular research because it is a new district with new staff that needs to be empowered with knowledge and skills. Having been curved out of Manafwa, its existing staff would have assumed offices irrespective of their qualifications and specifications. As evidenced form the native of service form the district headquarters especially the days when their supervisors one not at station most civil servants

come late and leave early absent themselves others does walk reluctantly and or these is no motivation at work and late salary payment.

Therefore, from the above problems the researcher intends to minimize this problems through the following ways,

- Ensuring that there is meaningful delegation of work whenever the supervisors leave work stations and sometimes come un expectedly at work to avoid absenteeism and late coming
- Ensuring that salary payments are paid in time.
- The grants form the central government be released in time for proper budgeting
- Long serving staff with rightful qualification be promoted at work- other ranks
- If the management at the district and central government employees these recommendations and many others, NDLG will stand to solve a number of problems that would accrue in its service

1.2. Statements of the problems.

If most scholars in different parts of the world understand that performance to the staff, performance Appraisal is meant to lay a basis for the criteria to validate against charges of discrimination in staff promotion as well as identification of staff training needs, Straus and Styles (1997,). However, in most organizations appraisals are done as a mere routine or as a requirement with officers handling them lacking the basic training and skills of doing so.

Performance appraisal is not about the forms (although, often managers and HR treat it as such). The purpose of performance appraisal is to allow employees and managers to improve continuously and to remove barriers to job success, in other word to make everyone better Allan, (1994). Forms don't make people better, and are simply a way of recording basic information for latter reference. If the focus is getting the forms "done" without thought and effort, the whole process becoming at best a waste of time and at worst, insulting.

However this is not an automatic result because many employees are promoted without consideration of the appraisal reports. There are no clear guidelines on promotion providing for Appraisal Forms to be considered, other factors like technical know who and the existence of

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promotional channels take precedence. Allan (1994) gives some examples of companies that have been voiced about performance appraisal; '"performance appraisal are the wasted of time-nobody ever looks at them anyway", "The things I get rated on are different from what I do the job", pay raised aren't really based on your job ratting- what counts is whom you know, not what you know or do" "I cannot get a good ratting because I am a woman-only the men get the good ratting", I wish I could accomplish to somebody about the ratting my boss gave me".

With the above mentioned challenges, the researcher therefore sought to establish and analyze the impact of performance appraisal systems on effectiveness of employees in Namisindwa District Local Government.

1.3. Purpose of the study

The general purpose of the study was to examine impact of performance appraisal systems on effectiveness of employees in Namisindwa District Local Government.

1.3.1. Specific objectives

i. How performance appraisal of employees enhances employee performance in Namisindwa District Local Government.

ii. To asses how performance appraisal of employees improves on organizational growth increase in Namisindwa District Local Government.

iii. To analyze the relationship between Performance Appraisal System and employee performance in Namisindwa District Local Government.

1.4. Research Questions

i. How does performance appraisal of employees enhance employee performance in Namisindwa District Local Government?

ii. How does performance appraisal of employees improve on organizational growth increase in Namisindwa District Local Government?

iii. What is the relationship between performance appraisal and employee performance in Namisindwa District Local Government?

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1.5.   Scope of the study

1.5.1.   Theoretical scope

The research was based or rotating around the Goal setting and Feedback theories. This theory was advanced in the 1980s by David, Song, Hayes and Fredin who clearly stated that employees record higher levels of motivation when they are presented with explicit goals that they are supposed to meet. This theory therefore brought to our knowledge that employees are usually motivated through development of performance appraisals which eventually was used as a guide of promotion to certain posts/positions in consideration of performance. Thereby creating a relationship between the theory and study in question.

1.5.2.   Geographical scope

The area of study was basically Namisindwa District Local Government Headquarters where most of the employees of the District were based. Namisindwa District is a newly created district that was curved out of Manafwa District. It is found in eastern Uganda and it neighbours Manafwa District, Bududa District, Mbale District and so many others. Demographically Namisindwa stands at a total population of 103,432 (Population Census statistic, 2017) whereby it comprises of 41,000 males and 72,432 females. Namisindwa District was chosen for this particular research because of it new staff that needed to be empowered with knowledge.

1.5.3.   Content scope

The study focused on the effects of performance appraisal on effectiveness of employees. In this study performance appraisal was measured in terms of employee performance, employee satisfaction and motivation. Whereas the dependent variable (effectiveness of employees was mentioned in terms of reduced stress, refined work, good organizational environment, meeting organization goals and increase in organizational growth.

1.5.4.   Time scope

The study information/literature was confined to a period between 2014 and 2019. The research basically looked at this data within this period because it was the period in which the district was created from Manafwa District.

1.6.   Significance of the study.

The results of the study would be useful in a sense that they would:

The kind of research would help the government to weigh and guage its employees and get to know how they performed without necessarily going to the ground. This therefore guided government when it came to promotions and demotions of non-performers.

The study may also furnish policy makers, Ministry of Local Governments, and politicians with information on the effectiveness of performance appraisal on the performance of employees; hence giving them a leeway in the formulation of better policies regarding employee performance within the local governments, based on researched information.

The study is expected to add to the existing body of knowledge and act as a stepping-stone for later researchers in similar studies. It would also help future researchers who have the quest for improving service delivery in the district.

Government will also streamline the system of staff performance appraisal to make it more effective, on the side of the government. It would guide policy makers in human resource management.

1.7. Conceptual Frameworks.

The framework contains the selected variables, employee performance, employee satisfaction, motivation as being related to dependent variable.

Independent variable

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Performance appraisal system

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┌─────────────────────┐
│  ● Employee         │
│    performance      │
│                     │
│  ● Employee         │
│    satisfaction     │
│                     │
│  ● Motivation .     │
│                     │
│                     │
└─────────────────────┘
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Dependent variable

↓

effectiveness of the employees

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┌──────────────────────┐
│  ● Reduce stress     │
│  ● Refined work      │
│  ● Good              │
│    organization      │
│    environment       │
│  ● More              │
│    attention to      │
│    reach the         │
│    organization      │
│    goal.             │
│  ● Organization      │
│    growth            │
│    increase.         │
└──────────────────────┘
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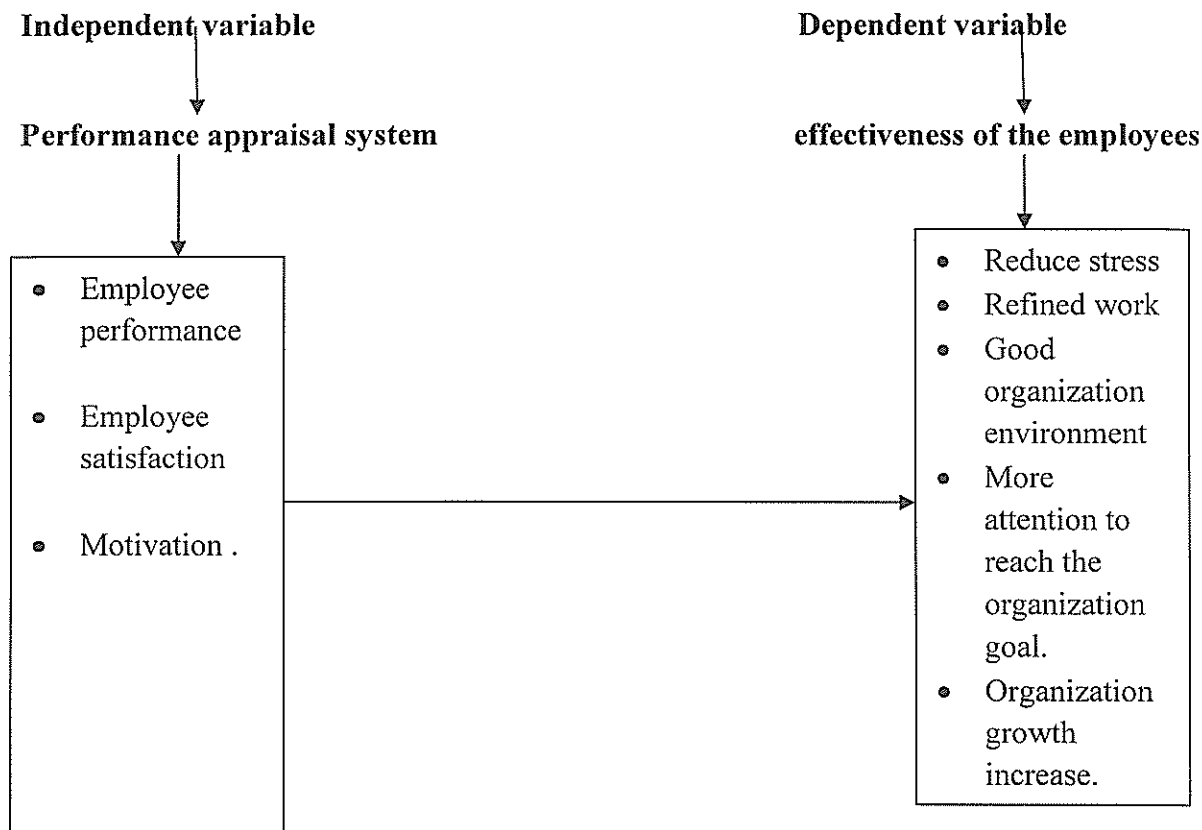
Sources: Investigator, 2007

As in figure 1.1, the researcher presupposes that performance appraisal is measured in terms of; employee performance , employee satisfaction, employee motivation as associated with the by intervening variables (effectiveness of employees) is measured in terms of; reduced stress, refined work, good organizational environment, more attention to reach the organizational goal and increase in organizational growth increase.

CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction

This chapter comprises of review of related literature according to the objectives of the study. It is an important chapter because it will provide the needed support to the researcher's rationale for undertaking research in Namisindwa District.

2.1 Theoretical review of literature
Goal Setting Theory and Feedback Theory

The study was underpinned by goal setting and the feedback theory by David and Hayes (2007). The proponents of the goal theory posit that employees record higher levels of motivation when they are presented with explicit goals that they are supposed to meet (Gómez-Miñambres, 2012; Catania, 2012). Such goals could include a sales target in the case of sales employees. Bipp and Dam (2014) in a study that supports the goal theory notes that employees will perform at a higher level in the presence of specific and challenging goals.

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The theory of goal setting has been extensively research on in the past four decades. According to goal setting theory an employees performs better if the goals that guide work are clear specific and more objectives. How to set challenging goals and conduct fair evaluation in regional public health systems. This theory states that goal setting in essentially linked to task performance. It states that specific and challenging goals are set in interface with the manager and the employee.

The Feedback Theory (2006)

The study was always based on the ideas of feedback theory by McCalley, 2006.the theory states that providing feedback to employees helps in clarifying what the employees must do.

The theory differs from goal theory in that feedback takes place during and after a given task while goals are set before the commencement of the task (Hon, Wilco and Chan, 2013). Several

studies indicate the presence of a positive correlation between feedback and work motivation (Chiang & Jan, 2008; McCalley, 2006).

While a number of organisations continue to use informal and subjective performance evaluation practices to make reward decisions, there is evidence that objective performance evaluation practices an increasingly prevalent in the current times (Gardner, 2008; Sheilds, 2007). Gardner (2008) describes performance appraisal as the evaluation of an individual's work with the main aim of arriving at objective personnel decisions. It is also considered as the process of obtaining, analysing as well as recording information that revolves about the relative worth of the employee to the organisation (Armstrong, 2009). This takes place through the planned interaction between an organisation's supervisors and employees in which the former assess the performance of the latter. One of the main goals in this case is the identification of strengths and weaknesses that form the basis of recommending actions for improved employee performance (Gardner, 2008

2.2. The Concept of performance appraisal system

Employees must know what they need to do perform their jobs successfully. Expectations for employee's performance are established in employee performance plans. Employees performance plans are all of the written or otherwise recorded, elements that set forth expected performance. A plan must include all critical and non-critical elements and their performance elements tell employees what they have to do and standards tell them how they have to do it. The critical elements include planning monitoring, developing, rating and rewarding CQU, (2006).

The question is whether Namisindwa District Local Government provides a performance plan for its employees. "Staff appraisal is better called "performance and development review" (Bulin:" 1996). To him, the purpose of this review are generally to assess performance over the review period and examine the scope for improvement to current performance over the review period and examine the scope for improvement to current performance, to assess training and development needs, set performance objectives relating employee development to unit objectives and to support carrier

Planning and progression discussion

Related literature will suggest that the review intends to make retention decisions, discuss the potential to promote" and job change as well as to assess "rereads" and motivation Jarvis (2003) According to UN (2001), performance management is the concerned only with following regulatory requirements to apprise the rate performance. Performance management is the systematic process consisting of monitoring planning, rating and rewarding.

Planning

The regulatory retirements for planning employee's performance include establishing the elements and standards of their performance appraisal plans. Performance elements and standards should be measurable, understandable verifiable, equitable, and achievable.

Monitoring

In an effective organization of assignments and projects is done continually. Monitoring well means consistently measuring performance and providing on-going feedback to employees and work groups on their progress towards reaching their goals.

Rating

From the time, originations find it useful to summarize employee performance. This helps with comparing performance over time or across a set of employees. Organizations need to know who their best performers are, within the context of formal performance appraisal requirements, rating means evaluating employees or group performance against the elements and standards in an employee; performance plan and assigning a summary rating of record.

Rewarding

In an effective organization, rewards are used often and well rewarding means recognizing employees, individually and as members of groups for their performance and acknowledging their contributors to the agency's mission, a basic principle of effective management is that all behavior is controlled by its consequences. Those consequences can and should be both formal and informal and both positive and negative UN,(2001).

It is important that while developing employee performance plans, supervisors and employees can discuss how employee efforts support organizational goal achievement. By aligning employee performance plans with organizational goals, and by discussing organizational as well

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as employee goals, supervisors maximize the powerful effect organizational goals can have on employee performance UN,(2001)

Impact of performance appraisal program

Questions to be addressed in designing a system, what according to Cunningham (2008), to provide for rater (appraiser) and rate (appraise) participate in the design process, aim for simplicity, fairness objectivity, openness, usefulness, aim to be inclusive is the purpose of the appraisal what are supervisor's attitude towards performance appraisal; what are appropriate job criteria. –Who should conduct the appraisal; when should they occur; how often ; what format instruments are appropriate –what type of performance records should be kept, are all important questions to be asked in achieving an effective appraisal system.

The company reward system has to be clearly linked to the appraisal process. The forms have to be accurately and thoroughly assessing subordinate performance completing the forms conscientiously, for communicating their judgments to subordinates. evaluator's skills, with subordinates set specific goals; identify paths to reach goals, analyze job, problems, continuously monitor and improve subordinate performance, be tine in conducting effective PA; trained in setting objectives, giving feedback, conducting problem solving interviews, be aware of potential for bias and counteract tendencies –stereotype, central tendency, etc. need to have extensive information about rate, need to effectively observe, recall, assimilate and weigh.

The forms need to be job related as simple as possible, easy to administer, valid reliable. The employees need to be able to influence measures, all sources of bias need to be eliminated, there should be organizational support and rein force time spent on these activities. The organization from top to bottom must appreciate the performance appraisal and salary.

Purpose of the Performance Appraisal System.

The performance appraisal system (PAS) is designed to improve overall organizational performance by encouraging a higher level of involvement and motivation and increased staff participation in the planning delivery and evaluation of work, Conner (1999).

According to him, the system establishes a process for achieving responsibility and according in the execution of programmers approved by the general assembly of a particular organization.

It is based on linking individual work plans with those of departments and offices and entails setting goals, planning work in advance and providing ongoing feedback. Reddy (2006) concurs with Connor by highlighting that "promoting communication between staff members and supervisors on the goal to be achieved and the basis on which individual performance will be assessed , encouraging team work in the process" is a crucial purpose of a sound performance appraisal system, Reddy (2006 and 1994).

The objectives of the new staff performance appraisal in local government are basically three that is to increase officers' motivation, to develop officers' potential and to improve officer's motivation to develop officers' potential and to improve officer's performance much as the objectives of appraisal are written down the researcher will analyse whether these objectives are understood or internalized by the staff. On the other hand the question of whether the objectives are being achieved in the staff performance appraisal system in Namisindwa District Local Government will be the reason for this research. PSC(2007),

The present poor performance and demoralization among staff in Namisindwa District Local Government evidenced by the failure to beat deadlines, general complaints from the general public, despite of the performance appraisals being done annually, may suggest that staff performance appraisal have little or noimpact on employee performance. Thus, whereas performance appraisals are carried out to improve performance in practice a lot has to be desired. Most heads of department who are supposed to carry out the appraisal are not trained in the system Matsiko, (2007).

The fact that those carrying out the appraisal have little or no knowledge on what is expected of them is an indicator that the objectives of the appraisal are not adequately met. On the other hand, there view of literature will illustrate that the employee appraisal process is a complex one.

Stoner et. Al. (2003) argue that "Although helping others improve their performance s one of the managers most important tasks, most managers freely admit performance appraisal and improvement coaching gives them difficult time"
Related views assert that judging an employee performance accurately is not always easy. "It is a hard practice to convey that judgment to the employee to the employee in a constructive and

painless manner and to translate feed black on past performance into future improvement" Reddy and Tripathi(2006 and2008).

The research will seek to establish how the lien mangers in Namisindwa District Local Government convey the appraisal results and how the message impacts on the employee performance.

Types of Performance Appraisal

A. 360 Degree/Multi-Rater Performance Appraisal

The 360 degree performance appraisal as evident from existing literature is one of the appraisal system that has in the recent years gained significant popularity in both small and large-sized firms (Deb, 2009; Lepsinger & Lucia, 2009). By description the 360 degree appraisal system involves an appraisal system that encompasses the views of different groups of reviewers who socialise with the organisation's employees. Such reviewers include the employee's superiors (managers and supervisors), co-workers/peers and customers. The process also includes the employee's opinion about him/herself and hence its recognition as a multi-source, multi-rater and full-circle appraisal system (Grund & Przemeck, 2012). While on this context, Horng Hsu, Liu, Lin, & Tsai, (2011) through a study on employee competencies identifies four key assessments that should constitute a 360 degree appraisal system. They include self-assessment; immediate supervisor assessment; subordinate assessment and peer assessment.

The underlying premise behind the use of 360 degree performance appraisal is that a significant amount of performance data about a given employee can be gathered when multi-sources are used (Sahoo & Mishra, 2012). In other words, the 360 degree appraisal systems allows for gathering of information about an individual from different degree and angles. While supporting such views, Deb (2009) underscores that the use of multiple assessment sources helps ensure that an employee's performance is double checked. Moreover, the 360 degree performance appraisal system is considered as one that helps in overcoming disadvantages such as prejudice, subjectivity and halo errors, which characterise traditional evaluation systems (Hsu et al., 2005). Espinilla et al., (2013) for instance notes that the use of this evaluation method makes it unlikely that the employee is criticised solely by the manager. Sahoo and Mishra (2012) add that systems of 360-degree appraisal are perceived by employees as more accurate and more reflective of their

performance. They are thus considered as quite effective in providing comprehensive information that can be used to determine the employee's training needs.

Despite the effectiveness of 360 degree appraisal systems, several issues have been identified in literature that prevents the effectiveness of such systems. Espinilla et al., (2013) for instance notes that the use of a single type of expression domain such as numerical or linguistic in 360 degree systems limits the ability to gather the richness of information that reviewers provide. In addition, the correct interpretation of final results is hard as quantitative assessment do not always represent qualitative information accurately (Hsu et al., 2005).

B. Management by Objectives (MBO)

Management by objectives as one of the key appraisal methods is defined as a result-based evaluative program (Choon & Embi, 2012). In greater detail, the goals of the performance appraisal system from an MBO perspective are mutually defined by a number of key stakeholders who include the subordinates, supervisors and employees as well. A typical MBO appraisal system consists of several steps. The process begins by the establishment of clear objectives for the employee. An action plan detailing the way in which the objectives are to be achieved is develop. The employee is then allowed to implement the developed action plan. This allows for appraisal of performance in an objective manner. Corrective actions are taken in situations deemed necessary as well as new objectives for the future established (Sillup & Klimberg, 2010).

As key aspect of MBO as identified by Huang et al., (2011) is that it stresses the importance and value of employee involvement. MBO as a concept was popularised by Peter Drucker, who noted that objectives perform a crucial role in all areas where performance and results have a direct impact on the survival of the firm (Armstrong, 2009). As Armstrong (2009) further notes, Drucker emphasised on participative goal setting and self-evaluation as one of the most important aspects of MBO. While the MBO concept was initiated by Drucker, it is McGregor, one of the most influential figures in the field of management, who modified it for full application as a performance appraisal approach. McGregor's MBO approach draws attention to weaknesses in conventional appraisal programs such as excessive focus on personality traits. Rather, McGregor advocates for an approach in which the subordinate also sets short-term

performance which are discussed with the superior and performance evaluated against these goals (Stein, 2010).

In terms of effectiveness, the MBO approach has been found to provide significant benefits to both the organisation and the employees (Armstrong, 2009). Notably, the MBO approach promotes objectivity, allows for a two-way feedback as well as encourages performance improvement of employees through motivation. In a similar vein, Drucker (2013) underscores that the MBO approach when correctly implemented helps in establishing a performance appraisal system that is based on efficiency and fairness. Huang et al., (2011) while supporting the need for organisations to implement MBO notes that this approach adds significant value to productivity in the sense that employees tend to show support for goals which they agree are acceptable. In this case, employee acceptance of the organisational goals is considered as one of strongest motivators in the MBO process.

A critical review of MBO literature however reveals that this type of performance appraisal is not without shortcomings. One of the main shortcomings of this approach pertains to the fact that it does not allow monitors to see how employee deal with every eventuality over the given work period. This is attributed to the focus on outcomes (Bipp & Kleingeld, 2011). In this case, the manner in which the employee under appraisal arrives at the outcomes may not necessary represent the most efficient use of resources. In addition, Bipp and Kleingeld (2011) argue that the MBO approach gives little consideration for comparative evaluation as no benchmark are provided based on the changing workplace environment during the work period.

C. Graphical Rating Scales

Graphical rating scales constitute the most used method during performance appraisal in most organisations (Woods, 2012; Wirtz, 2004). A graphic rating scale in this context entails a performance appraisal rating checklist. Using the checklist the manager simply rates the employee on a continuum that may range from poor to excellent depending on the aspect being evaluated. Woods (2012) attributes the popularity of graphical rating scales to the ability to use such scales for a variety of jobs. Such scales are also considered as requiring minimal cost, training effort and time. Panari, Guglielmi, Simbula, and Depolo., (2010) identifies a number of performance factors that can be effectively measured using the help of graphical rating scales.

First, such scales can be used to evaluate the employee's quality of work. In this scale the employee's ability to consistently meet the work requirements, expectations and desired outcomes are assessed. Second, rating scales can be used in assessing productivity in terms of whether the employee makes good use of available plans, work time and completes assignments on schedule. In addition, the employee's knowledge of the job can be assessed. These include job relevant skills that are gained through education, experience and on-job training (Panari et al., 2010).

Despite their ease of use, various studies highlight a number of limitations attributable to the graphical rating scales. First, the standardised nature of the scales overlooks the aspects of trait relevance (Armstrong, 2009). Armstrong (2009) in this case notes that some traits are more relevant in some jobs compared to others and hence specific workplace context ought to be taken into account. In addition, rating scales may suffer from systemic advantage in which case relevant indicators of performance may be excluded and hence the inability to achieve results that are reflect the employees' full value (Woods, 2012).

Corporate bodies, large and small continue to invest considerable management time energy and resources into appraisal scheme. Most large businesses have term. Even without a formal scheme judgments are still made about employees and fellow workers. Workforce related decisions favorable beneficial or harmful in relation to continuity of employment, promotion, reward opportunities, redundancy, and inclusion/exclusion from decision-circles are made on the basis of these, Reddy (2006).

The addition performance levels allow an accurate rating to be made if the processes done honestly. As far as documenting poor performance is concerned only of the appraisal system now used can be effective. The problems of motivation weeding out poor performance and rewarding excellence are not addressed by changing the number of rating levels. Performance appraisal is an assessment of the performance of individual in relation to the objectives, activities, outputs and targets of a job over a specific period of time like in local governments it is every two months for staff on probation while permanent staff are assessed annually. Matsiko (2007).

It is a method of evaluating the behavior action and performance of employees in the workplace, normally including both the qualitative and quantitative aspects of job performance at the end of the specified time/period. Staff appraisal, as a social and organizational practice, is thus presented as a means to embed "socially positive, individually beneficial and organizational essential" norms into work performance, organizational membership, the conduct of manager staff relationships, control over work arrangements and the delivery of rewards and health of social/work relationships Drucker, (1988) and Reddy, (2006).

However, according to Jarvis (2003), the practice should also ensure that lower needs in the Maslow hierarchy of physiological, needs for security orderliness predictability social acceptance and s elf esteem/ status are under served.

Related literature highlight that "when people have an unsatisfied need, they attempt to identify something that will satisfy the need Reddy, (2006). According to Terry (2003), this need is called a goal. He highlights that once this goal is identifies, the person takes action to reach the goal, which is their motivational power and thereby satisfying the need. The research will intend to ascertain practical existence of socially essential norms in the local government as well as the extent to which needs satisfaction act as motivational power and hence, influencing performance.

Employee performance standards.
Performance standard is a condition that exists or will result if the performance expectation is accomplished in a conceptacle manner. There are four (4) types of performance standards and they are entwined in practice. these standards include, time standard which tells when the performance expectations will be done; quantity standard which tells how much will be done, quality standard which tells how well the performance expectation will be done and resources standard which are used to limit the resources available for an employee. McBride, et al, (2004),

According to CQU (2006), developing elements and standards that are understandable, measurable, stainable, fair, and challenging is vital to the effectiveness of the performance appraisal process.

Supervisor has the responsibility to set the performance standards for each duty to be appraised. However, the supervisor is encouraged to work with the employee to set the standards for each

duty Winston and Creamer, (1997). Employee met the standard of the previous appraisal periods may be helpful in setting standards for the current appraisal period.

Winston and Creamer, (1997) further highlights that the supervisor has a responsibility and recording the standard on the performance appraisal form and ensuring that each employee is aware of all performance standards. The researcher will analyze whether supervisors are knowledgeable or not knowledgeable in the performance appraisal procedures because of their training backgrounds, and the lack of basic training in staff performance standards for their subordinates.

Reviewing performance expectations and standards may be done in a group setting when appropriate. Each employee must receive a copy of the performance appraisal form with the performance expectations and standard. according to CQU (2006) and Winston and Creamer (1997), it is possible during the cause of the appraisal cycle that the pertinent duties within a position could change as well as the performance standards related to those duties. It is the responsibility of the supervisor to communicate with his or her employees about these changes when they occur, not during the appraisal interview. The call for the study therefore will be ascertain whether the performance standards exist within Namisindwa District Local Government frame work, and the extent to which standards are adhered to, to enhance staff performance

2.3 The Concept of Effectiveness of Employees.
According to Brunetto. Y and Farr-Wharton R (2003) defines "Employee effectiveness as one of the remedies to growth and development. The argue that, the idea of commitment at work place should tally to their area of specialization in order to have work done effectively and efficiently.

Baptize N.R (2008) assents that "the employers and employees have to understand each other's needs. For example the employers have to meet the demands of the employees i.e. understanding the living wage of the workers, considering their conditions of service like housing, feeding, transport, allowances and medical allowances to improve on their welfare. And the employees have also followed the rules and regulations that govern their service and they should also uphold their code of conduct therein". The concept of Effectiveness of

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employees therefore calls for a cordial working relationship between the employer and the employee.

2.4 Relationship between performance appraisal and effectiveness of employees

Staff performance and leadership.

Kiyaga (2004) asserts that leaders in the public service require the competencies for effective leaders and these include; ability to inspire a shared vision, strategic thinking, customer focus, decision making developing organizational talent delectation and empowerment, creating and leading teams, leading by example, personal strength and maturity effective communication, resilience, innovation/creativity, transparency and accountability, sound technical knowledge and ability to mentor others. Kiyaga (2004).

These competencies should be coordinated because organizational or departmental team must be direst towards a vision of the future in an inspirational manner; strategic goals must be identified and effectively communicated to all categories of public employees; organizational opportunities and constraints must be identifies and appropriate responses developed, proper judgment must be applied in decision making and made decisions must be followed through.

Staff performance policy

Uganda has been undertaking public service reforms since 1989 following the recommendations of the public service review and re-organization commission of that year, and those of an earlier commission that has been set up in 1987 to review the structure and operations of the county's local government system. The reforms have essentially been driven by, the need t o improve efficiency in service provision, and to provide a strong foundation for macro-economic stability and growth. Key features of the reform have included, devolution of power to popularly elected Local Government, restructuring government ministries and department, may reform, introduction of results oriented management into the service and improving public expenditure systems.

Another challenge that lies in the way of enhancing competencies in Uganda's public service relates to the political administrative interface particular in Local Government. Relations

between the two sets of officials are sometimes characterized by tension, which inevitably affects implementation of development programs and activities Kiyaga, (2004).

It is important to note that is an organization's policies about performance management indicates a specific procedure for handling performance will not be achieved and hence staff performance appraisal system will not achieve its objectives. The research will seek to find out whether organizational policies procedures about handling performance issues are followed in Namisindwa District Local Government.

Performance Appraisal and Effectiveness.

Performance appraisal can be viewed as the process of assessing and recording staff performance for the purpose of making judgments about staff that lead to decisions .Performance appraisal should also be viewed as a system of highly interactive process which involve personnel at all levels in differing degrees in determining job expectations, writing job descriptions, selecting relevant appraisal.

Criteria, developing assessment tools and procedures and collecting interpreting and reporting result Mohrman et' al (1989)

It should be viewed as a process and not simply as the creation of standards. Besides, keeping a Performance Appraisal System responsive to the needs of an organization is particularly important as many significant personal decisions are based on system output. However, it has been observed that title attention has focused on maintaining a performance Appraisal System after it has been implemented.

Performance management

Performance management can be defined as a systematic process of improving organizational performance by developing the performance of individual team It is a means of getting better results by understanding and managing performance within agreed frame work of planned goals, standards and competency required. This is the planning of the intended output and it's against that one will adequately assess employee performance Armstrong (2010).

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Performance Appraisal and Performance Management

It is sometimes assumed that Performance Appraisal is the same thing as performance management. Performance Appraisal can be defined as formal assessment and rating of individuals by their managers, usually, an annual review meeting while performance management is continuous and much wider, more comprehensive and more natural process of management that clarifies mutual expectations, emphasizes the role of managers as coaches rather than judges and focuses on the future ,Armstrong (2010).

It should be noted that Performance Appraisal and performance management go hand in hand for one to adequately assess the impact of performance appraisals one to do performance management. The research will establish whether Performance Appraisal system used in Namisindwa District Local Government follows and performance management or merely a formal/ paper work assessment of employees or it has an impact on performance.

Performance Appraisal and Results Oriented Management (ROM)

ROM is a management technique that emphasizes the delivery of outputs aimed at achieving organizational goals in and efficient and effective manner. The government of Uganda is implementing it across the entire public services as a means of increasing the efficiency and effectiveness of public service, Oyella (2007). it is a new approach to management that seeks to make the best designed to enable ministries and local government achieve their objectives by linking inputs, focusing on key outputs and priorities and providing performance management system Lwamafa (2007).

In implementing ROM the organization must have a vision and mission as a reason for its existence. The mission statement is broken into strategic, then determine key outputs of strategic objectives, and develop performance indicator and plan on how to achieve set goals/.objectives, translate ROM into action and lastly develop a performance plan Kiyaga,(2004). This approach according to Kiyaga (2004) enables the employee to set performance targets making the appraisal process much easier.

The researcher will find out how will ROM has been incorporated in the staff performance appraisal system of Namisindwa District Local Government and whether this has led an impact on employee performance.

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2.5 Research Gap

Although some studies on performance appraisal have been conducted (See Kiyage 2004, Armstrong , 2010) and the determinants of performance appraisal have been analyze. However, no comprehensive analysis has be conducted covering trends in performance appraisal of employees. Additional sympathized information and how performance appraisal interrelates with effectiveness of employees and how this influences individual performance in most researches is un conclusive. This study intends to fill the mentioned gaps aiming at contributing to the field of knowledge.

CHAPTER THREE
METHODOLOGY

3.0.   Introduction

This chapter presented the various methods, which will be followed in collecting data; it will consider the research design, study population, sample size, sampling strategies, data collection methods, data processing how the data will be managed and quality control.

3.1.   Research design

The researcher adopted the descriptive research design, mainly using qualitative data collection methods such as questionnaires, interviews and Case studies among others. This was designed to solicit for information from respondents on the effectiveness of staff performance appraisal system on employee performance in Namisindwa District Local Government. This is based on the argument that qualitative researchers are interested in documenting the process by which social reality is constructed and sustained Denzin (2003).

The descriptive study facilitated the soliciting of information on the effectiveness of staff performance appraisal system in NDLG. The researcher will use descriptive research design to help in answering questions so as to realize the research objectives. In the cross sectional research design, different categories of respondents are sampled within the same period of time. Therefore, the effectiveness of staff performance appraisal system on employee performance in NDLG descriptively is documented.

3.2.   Area of the study

The study was conducted in Headquarter of Namisindwa District. The Headquarter is found in Namisindwa District in the Eastern Region of the country.

3.3.   Study population

At the time of conducting this research, Out of the total population of 500, the researcher targeted to use a sample of 116 employees. Convenience sampling was used to select the respondents.

3.4. Sample size

Out of the total population of 116, a sample population of 63 respondents was selected. This was where the researcher deliberately chose respondents to interview with hope that relevant information would be obtained. The size included 3 members of the district executive committee, 15 councilors 10 senior, 08 heads of department and 27 lower staff.

Table 3 showing sample size

Sample	Total population	Expected no. of respondents	Percentage	Technique
District executive	05	03	60	Purposive
District councilors	23	15	43	Random purposive
Senior s5taff	21	10	66	Snowball sampling
HOD/sectors at the district Headquarters	20	08	33	Purposive
Lower staff (US BELOW)	47	27	57	Random purposive
Total	**116**	**63**	**51**	

Source: Investor, (2015)

3.5. Sample selection.

Purposive sampling design was employed to select the sample respondents to the study. This is a sampling procedure that is "less strict and it makes no claim for representative. It was generally left to the researcher or to the interviewer to determine which sample units to be chosen, and employed purposive and snow ball sampling methods during the selection of the respondent's. sarantakos, (1998).

For purposes of collecting rich, in-depth data, a small number of samples was investigated in detail. The sample selection was purposeful and inclusive, choosing subjects who, in the researcher's opinion, were relevant to the study. Laws et' al, (2003). The respondents included district employees based at the district headquarters and at the sub-county heads of departments and sector and political leaders who were involved in the appraisal process.

Snowball sampling was applied while in the field, here, the researcher began the research with few respondents who were available to them. In the process, the researcher asked the respondents to recommend any other person who met the criteria of the research Saratankos, (1998). This applied more to the politicians who were interviewed.

3.6. Data collection method

The main instruments that were used to collect data were:

3.6.1. Documentation

Documentation was one of the information to the research as facts about the impact of staff performance were put down in the district development plans, minutes of the technical planning committee (TPC), the NDLG hand books for human resource management, five year development plan, local government act the employment act, public service act among others. The researcher presented an opportunity to review experiences and integrated information on the effectiveness of performance appraisal system on staff performance in Namisindwa District Local Government.

3.6.2. Interviews

This method was used because it encouraged flexibility and enabled the researcher to make an analysis of the effectiveness of the staff performance appraisal system on employee performance in Namisindwa District Local Government according to Saratankos (1998), non-structured questionnaire, were used because they maximized flexibility given the limited answer categories, and this accommodated various relevant in-depth views about the subject of study.

Interview guide paid attention to major objectives of the study so as to establish the effectiveness of performance appraisal system on staff performance in Namisindwa District Local Government.

3.6.3. Questionnaires

This gave the respondent an opportunity to express themselves and work independently hence, reducing on biasness. Questionnaires are a set of questions to which respondents respond in writing Saratankos, (1998). There were different kinds of questionnaires for the different categories of respondents, that is politicians, head of sectors and departments (Appraisers) and

lower staff (appraise). This helped to cross check the findings from the different respondents in relation to the research objectives.

3.7. Data analysis

The data collected from the field will be edited for accuracy, legibility, comprehensiveness and consistency. A thematic analysis will be made along key variables of the effectiveness of staff performance appraisal and on the staff performance. The data collected will be expressed in ticks, circles of other nations on response sheets. It will be the task of the researcher to study these data and search for trends, patterns and relationships that are relevant to the research questions.

After data was collected, it was edited and coded. The process of data analysis was done on a daily basis to locate any information gaps. The researcher basically used qualitative techniques of research like interview schedules to analyse the data. This was in line with Mugenda's (2003) argument that to yield rich data, a qualitative researcher may use in depth interviews, focus groups discussion and observation.

3.7.1. Tabulation

According to Kothari (2005), when a mass of data has been assembled, it becomes necessary for the researcher to arrange the same in some kind of concise and logical order. It is the process of summarizing raw data and displaying the same in compact form that is to say in form of statistical tables for further analysis. Tabulation was essential in conserving space and reducing explanatory and descriptive statement to minimum. It was done manually/ by hand because of the size of data, which was expected to be small and the few questionnaires involved. It was done by way of direct tally from the questionnaires.

3.8. Research procedure.

Data was collected in February 2019 from 59 respondents of the target population of approximately 115 stiffening questionnaires as well as document analysis.

3.9. Quality control

3.9.1. Reliability.

The researcher first of all informally consulted the direct officials of Namisindwa District to get their views and experiences on the proposed topic of study and severally tested the acceptability and relevancy of the research topic. This was in view of the act that the reliability of an instrument was its ability to measure consistently what it is supposed to measure. Denzin, (2003)

3.9.2. Validity

Research instruments were pre-tested and then were adjusted accordingly to ensure that they were able to collect intended information. Given the newness of the topic, the researcher personally collected most of the data to ensure that subject focus was not lost. However, two research assistant were used but after thorough training and guidance.

3.10. Ethical consideration

3.10.1. Consent

Consent involves the procedure by which an individual may choose whether or not to participate in a study. The researcher ensured that participants had a complete understanding of the purpose and methods to be used in the study, the risks involved, and the demands placed upon them as a participant. The participants were informed that they had the right to withdraw from the study at any time.

3.10.2. Confidentiality

The researcher explained to the respondents that information provided about this research study would be kept confidential and for academic purposes only. This was ensured by not inquiring the respondents to write their names but the researcher used code numbers to describe the respondents.

3.10.3. Limitation of the study

Key informants were likely to be reluctant to reveal some information because they felt they were accusing their superiors. In such a case, the researcher tried to prove to them that the information gathered was strictly confidential.

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CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0. Introduction

This chapter presented the results, presentations, analysis and interpretation of the findings on the Effect of performance appraisal systems and employee performance in Namisindwa District Local Government Council. This chapter presented the background information on the respondents and the findings of the study were based on the objectives. The data collected was presented in form of frequencies, percentages and tables to clearly bring out the real meaning of the information.

4.1. Bio data of the respondents

The section dealt with respondent's bio data such as gender, age group and educational levels of respondents. This was useful in establishing the distribution of knowledge about the effect of outsourcing on performance of Namisindwa District Local Government Council. It was seen as significant to collect data on the biographic characteristics of respondents, this was simply done by giving options such as male and female in the questionnaire to capture the gender aspect of the respondents. This was very significant since the study was aiming at the effect of performance appraisal on health employee performance.

Gender of the respondents

The gender of the respondents was obtained and categorized as Male and Female as clearly portrayed in the table below.

Table 4.1 Gender of respondents

Gender	Frequency	Percentage
Male	28	43.75
Female	35	56.25
Total	**63**	**100**

Source: Primary data, 2014

Table 4.1above shows the gender sensitivity analysis in which 43.75 Percent of the respondents were male and the female counterparts who made a contribution of 56.25 Percent towards the researcher's exercise. The major implication behind this is that the research was gender sensitive and offered opportunity to both genders to express their views.

The age group of the respondents.

The age of the respondents was captured and grouped in different age groups for easier analysis as seen in the table below.

Table 4.2 the age group of respondents

Age group	Frequency	Percentage
Below 25	29	46
26-30 Years	5	7.9
31-40 Years	15	24
41-50 Years	9	14
50 Years and above	5	7.9
Total	**63**	**100**

Source: Primary data 2014

Table 4.2 above shows the analysis of the age groups of the respondents at NDLG, the age group 31-40 years, constituted 24 percent, while 41-50 comprised 14 percent, those of age 26-30 years comprised 7.9 percent, 50 years and above constituted 7.9 percent only, and the biggest age number was that of below 25 years comprising of 46. The implication of this is that the researcher gave an opportunity to all different age groups in the organization to express their views freely.

The qualifications of the respondents

The education level of respondent in the organization was also captured and presented as portrayed in the table below.

Table 4.3 shows qualification of the respondents

Qualification	Frequency	Percentage
Masters	4	6.2
Degree	16	25.4
Diploma	33	52.4
Certificate	10	16
Total	**63**	**100**

Source: Primary data, 2014

In accordance to table 4.3, 52.4 Percent of respondents were the majority holding a diploma this is attributed to the fact that having a diploma is one of the qualification requirements for one to be employed. This was followed by those with Degrees with a 25.4 percent, the certificate holders who were 16 percent and finally there were 6.2 percent masters holders among respondents. This clearly indicates that all the respondents had qualification. The implication of this is that having necessary qualification is a pre-requisite for one to be employed with such an organization. So the data collected was obtained from respondents that are able to analyze the trends in the organization.

The time of service in the organization

The researcher was also interested in establishing the time that the respondent had taken working with the organization NDLG and the responses were represented in the table below;

Table 4.4 the time of service in the organization

Time of service	Frequency	Percentage
Less than a year	9	14.3
1-5 years	39	62
5-10 years	15	23.7
Total	**63**	**100**

Source: Primary data 2014

From the data in table 4.4, research shows that 62 Percent of the respondents were the majority that is those who had served the organization between 1-5 years. Others comprised of 23.7 Percent of the respondents who were in service for 5 -10 years and 0 – 1 years constituted of respondents who were still new in the organization and comprised of 14.3 Percent. The implication of this was that the data collected was reliable since it was got from different respondents who had knowledge and experience on the organizational activities. Views from such respondents are reliable and trusted to be true.

4.2. How performance appraisal of employees enhances employee performance in Namisindwa District Local Government.

In order to presented, analyze and interpret this objective, the researcher used the response to the questions that were formulated under this objective, which are listed down below;

Whether the productivity has improved.

The respondents were requested to indicate if their organization's productivity had improved or not. The respondents accordingly gave the researcher attention by pointing out their views and the responses were presented in table 4.5 detailing the frequency and percentage.

Table 4.5: shows whether productivity has improved

Details	Frequency	Percentage	Cumulative Percentage
Strongly agree	37	58.7	58.7
Agree	12	19	77.7
Strongly disagree	7	11	88.7
Disagree	6	9.7	98.4
Not sure	1	1.6	100
Total	**63**	**100**	

Source: Primary data

From Table 8 above, 58.7% of respondents strongly agreed that productivity in Namisindwa District had greatly improved, 19% of them agreed, 11% of the respondents strongly disagreed with the statement, 9.7% of the respondents Disagreed and 1.6% of them were not sure. This therefore implied that there was a great improvement in terms of productivity in Namisindwa District.

Table 4.6: shows whether employees have improved on the rate of individual work.

Details	Frequency	Percentage	Cumulative Percentage
Strongly agree	19	30	30
Agree	12	20	50
Strongly disagree	29	46	96
Disagree	2	3	99
Not sure	1	1	100
Total	**63**	**100**	

Source: Primary data

From table 9 above, 30% of the respondents strongly agreed that employees have improved on the rate of individual work, 20% agreed, 46% of the respondents strongly disagreed, 3%

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disagreed with the statement and 2% of the respondents were not sure of the statement. This therefore indicated that there was no considerable improvement in the rate of individual work.

Table 4.7: shows whether commitment at work is realized.

Details	Frequency	Percentage	Cumulative Percentage
Strongly agree	20	31	31
Agree	11	18	49
Strongly disagree	19	30	79
Disagree	8	13	92
Not sure	5	8	100
Total	**63**	**100**	

Source: Primary data

From table 10 above, 31% of the respondents strongly agreed that commitment to work is realized due this motivational tool, 18% of the respondents agreed and 30% of the respondents strongly disagreed with the statement, 13% disagreed while 8% of them were not sure. This therefore meant that the tool has helped in ensuring commitment at work although some employees see it as a punishment.

Table 4.8: shows whether team work is realized amongst the employees.

Details	Frequency	Percentage	Cumulative Percentage
Strongly agree	22	35	35
Agree	13	21	56
Strongly disagree	15	25	81
Disagree	9	13	94
Not sure	4	6	100
Total	**63**	**100**	

Source: Primary data

From table 11 above, 35% of respondents strongly agreed that team work has been realized amongst the employees, 21% of the respondents agreed, 25% strongly disagreed, and 13% of them disagreed while 6% of the respondents were not sure of the statement. This therefore meant that team work was seriously realized because of consultations that are made during the exercise although some employees feel so insecure with this tool.

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Table 4.9: shows whether many employees have been promoted to various new positions.

Details	Frequency	Percentage	Cumulative Percentage
Strongly agree	9	15	15
Agree	12	18	33
Strongly disagree	14	22	55
Disagree	19	30	85
Not sure	9	15	100
Total	**63**	**100**	

Source: *Primary data*

From table 12 above, 15% of the respondents strongly agreed that many employees have been promoted to various new positions, 18% agreed, 22% of the respondents strongly disagreed, 30% of them disagreed while 15% of the respondents were not sure. This implied that though the tool has been termed as effective, not many employees have had the chance of being promoted to new positions.

Table 4.10: shows whether reporting has been enhanced.

Details	Frequency	Percentage	Cumulative Percentage
Strongly agree	14	23	23
Agree	9	13	36
Strongly disagree	22	34	70
Disagree	9	15	85
Not sure	9	15	100
Total	**63**	**100**	

Source: *Primary data*

From table 13 above, 23% of respondents strongly agreed that reporting has been enhanced due to the appraisal tool, 13% of the respondents agreed, 34% strongly disagreed with the statement, 15% disagreed and 15% of the respondents were not sure. To a greater extent therefore, it is analyzed that reporting has not been enhanced because employees have their own way of understanding things.

4.3. How performance appraisal of employees improves organizational growth.

Here, the researcher presented the view of respondents regarding whether performance appraisal of employees improves organizational growth;

Table 4.11: shows whether more compliance is realized.

Details	Frequency	Percentage	Cumulative Percentage
Strongly agree	29	45	45
Agree	9	14	59
Strongly disagree	10	16	75
Disagree	8	13	88
Not sure	7	12	100
Total	**63**	**100**	

Source: Primary data

From table 14 above, 45% of the respondents strongly agreed that more compliance has been realized, 14% of them agreed, 16% of the respondents strongly disagreed, 13% disagreed, whereas 12% of the respondents were not sure. This implied that the employees have tried their best to increase on the compliance amongst the community through sensitization and different community meetings and seminars about the importance of paying taxes to the district.

Table 4.12: shows whether the community has developed acceptance of the government policies.

Details	Frequency	Percentage	Cumulative Percentage
Strongly agree	30	47	47
Agree	9	15	62
Strongly disagree	10	15	77
Disagree	9	14	91
Not sure	5	9	100
Total	**63**	**100**	

Source: Primary data

From table 15 above, 47% of respondents strongly agreed that the community has gradually developed acceptance of the government policies, 15% of them agreed, 15% strongly disagreed

with this statement, 14% disagreed and 9% of the respondents were not sure of the statement. This therefore indicated that the community of Namisindwa District has gradually developed acceptance of the government policies because of the sensitization they have got.

Table 4.13: shows whether the local revenue base has widened due to proper performance appraisal system.

Details	Frequency	Percentage	Cumulative Percentage
Strongly agree	38	60	60
Agree	14	22	82
Strongly disagree	8	13	95
Disagree	3	5	100
Not sure	0	0	
Total	**63**	**100**	

Source: Primary data

From table 16 above, 60% of the respondents strongly agreed that the local revenue base has widened due to proper performance appraisal system, 22% agreed to the statement, 13% strongly disagreed and 5% disagreed with the statement. This therefore meant that the tax base has greatly improved and widened because of the improved compliance and acceptance of the government policies which eventually meant that the community clearly understood the importance of paying taxes to the district.

Table 4.14: shows whether there is increased infrastructure due to proper tax collection.

Details	Frequency	Percentage	Cumulative Percentage
Strongly agree	29	46	46
Agree	18	29	75
Strongly disagree	9	14	89
Disagree	6	9	98
Not sure	1	2	100
Total	**63**	**100**	

Source: Primary data

From table 17 above, 46% of the respondents strongly agreed that there is increased infrastructure due to proper tax collection, 29% of them agreed, 14% strongly disagreed, 9% of the respondents disagreed and 2% of the respondents were not sure of the statement. This therefore implied that infrastructure is on the increase in Namisindwa District because of the improvement in tax collection which has resulted from a widened tax base.

Table 4.15: shows whether employees are ready to work for longer hours.

Details	Frequency	Percentage	Cumulative Percentage
Strongly agree	10	16	16
Agree	7	11	27
Strongly disagree	31	49	76
Disagree	12	19	95
Not sure	3	5	100
Total	**63**	**100**	

Source: *Primary data*

From table 18 above, 16% of the respondents strongly agreed to the statement that employees are ready to work for longer hours, 11% of them agreed, 49% strongly disagreed to the statement, 19% disagreed while 5% of the respondents were not sure. This therefore implied that much as so many motivational tools have been employed in the district, the employees are no willing to work for longer hours because of the distances they move to and from work.

Table 4.16: shows whether reporting has been improved.

Details	Frequency	Percentage	Cumulative Percentage
Strongly agree	35	56	56
Agree	13	20	76
Strongly disagree	9	14	90
Disagree	5	8	98
Not sure	1	2	100
Total	**63**	**100**	

Source: *Primary data*

From table 19 above, 56% of the respondents strongly agreed with the fact that reporting has greatly improved, 20% agreed with the statement, 14% strongly disagreed, 8% of them disagreed

and 2% of the respondents were not sure of the statement. This indicated that due to the consequent trainings that are carried out, there has been a great improvement in reporting as compared to earlier versions that had no training on how to write reports.

4.4. Assessing the relationship between performance appraisal system and employee performance.

Table 4.17: shows whether performance appraisals help in evaluating staff.

Details	Frequency	Percentage	Cumulative Percentage
Strongly agree	30	48	48
Agree	14	22	70
Strongly disagree	10	16	86
Disagree	5	8	94
Not sure	4	6	100
Total	**670**	**100**	

Source: *Primary data*

From table 20 above, 48% of the respondents strongly agreed with the statement that performance appraisals help in evaluating staff, 22% of them agreed, 16% strongly disagreed, 8% disagreed whereas 6% of the respondents were not sure of the statement. This therefore indicated that there is a lot of trust in performance appraisals as a tool for evaluating staff in Namisindwa District.

Table 4.18: shows whether performance appraisals are a basis for output.

Details	Frequency	Percentage	Cumulative Percentage
Strongly agree	20	31	31
Agree	4	6	37
Strongly disagree	33	52	89
Disagree	5	8	97
Not sure	1	3	100
Total	**63**	**100**	

Source: *Primary data*

From table 21 above, 31% of the respondents strongly agreed with the statement that performance appraisals are a basis for output, 6% agreed, 52% of the respondents strongly disagreed with the statement, 8% disagreed whereas 3% of the respondents were not sure with

the statement. This implied that although the performance appraisals are considered to be an effective tool of employee evaluation, many respondents have argued that it is not a basis for output but rather there is a consideration and a combination of other factors.

Table 4.19: shows whether performance appraisals determine performance management.

Details	Frequency	Percentage	Cumulative Percentage
Strongly agree	24	37	37
Agree	11	18	55
Strongly disagree	21	34	89
Disagree	6	9	98
Not sure	1	2	100
Total	**63**	**100**	

Source: Primary data

From table 22 above, 37% of the respondents strongly agreed with the statement that performance appraisals determine performance management, 18% of them agreed, 34% of them strongly disagreed, 9% disagreed whereas 2% of the respondents were not sure. This therefore indicated that to a larger extent, performance appraisals guide in enhancing performance management.

Table 4.20: shows whether performance appraisals are the best mean of evaluating employee performance.

Details	Frequency	Percentage	Cumulative Percentage
Strongly agree	30	47	47
Agree	9	15	62
Strongly agree	12	18	80
Disagree	8	13	93
Not sure	4	7	100
Total	63	100	

Source: Primary data

From table 23 above, 47% of the respondents strongly agreed with the statement that performance appraisals are the best means of evaluating employee performance, 15% of them agreed, 18% strongly disagreed, 13% of the respondents disagreed with the statement, 7% were not sure whereas. According to the statistics above, TV stations have played a major role in

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popularizing and creating awareness amongst the public about the merging process of the industry.

Table 4.21: shows whether a result oriented management system is better than a performance appraisal system.

Details	Frequency	Percentage	Cumulative Percentage
Strongly agree	9	14	14
Agree	10	16	30
Strongly agree	32	51	81
Disagree	9	14	95
Not sure	3	5	100
Total	**63**	**100**	

Source: Primary data

From table 24 above, 14% of the respondents strongly agreed with the statement that a result oriented management system is better than a performance appraisal system, 16% of them agreed, 51% of the respondents strongly disagreed, 14% disagreed whereas 5% where not sure. This therefore indicated that much as performance appraisals have their weaknesses, Result Oriented Management Systems are not better than them in any way looking at the responses.

Table 4.22:   shows whether performance management systems are the best tools for making judgment.

Details	Frequency	Percentage	Cumulative Percentage
Strongly agree	22	34	42
Agree	10	16	58
Strongly agree	26	42	92
Disagree	4	6	98
Not sure	1	2	100
Total	**63**	**100**	

Source: Primary data

From table 25 above, 34% of the respondents strongly agreed with the statement that performance management systems are the best tools for making judgment, 16% of them agreed, 42% of the respondents strongly disagreed, 6% disagreed while 2% where not sure. Looking at these statistics above, it implied that it is not true that performance management systems are the best tools for making judgment but rather a combination of other instruments like performance appraisals, Result oriented management systems, and many others.

CHAPTER FIVE

DISCUSSION, CONCLUIONS, AND RECOMENDATIONS

5.0. Introduction

This chapter presents the discussion, conclusions and recommendations on the findings according to the specific objective.

5.1. Discussion of the findings

Demographic information of the respondents

The gender of the respondents was obtained and categorized as Male and Female 56.25 Percent of the respondents were female and the male counterparts who made a contribution of 43.75 percentage of the respondents was captured and grouped in different age groups for easier analysis. Age group 31-40, constituted 24 percent, while 41-50 comprised 14 percent, those of age 26-30 comprised 7.9 percent, 51 and above constituted 7.9 percent, and the biggest age number was that of below 25 years comprising of 46 percent.

The education level of the respondents was obtained and recorded down as shown below 52.4 percent of the respondents were diploma holders, 16 percent of the respondents were certificate holders and 25.4 percent of the respondents were degree holders and 6.2 percent were master's holders in NDLG. This clearly indicates that all the respondents had qualification. The implication of this is that having necessary qualification is a pre-requisite for one to be employed with such an organization.

The period that the respondents had worked with the organization was also captured and 62 percent of them had served for 1 – 5 years, 23.7 percent had served for 5 – 10 years, while only 14.3 percent had served for less than a year. This therefore implied that most of the respondents were experienced and had knowledge about the topic.

5.2. Discusion

How performance appraisals enhance employee performance in Namisindwa District.

Research findings presented in (Table 4.5 – 4.10) reveal that out of the 63 respondents involved in the study, the highest percentages of the respondents agreed that productivity had increased,

improvement in the rate of individual work, commitment towards work has been realized, team work amongst the employees has been realized, promotions have been enhanced and reporting has also been emphasized. This however agrees with some scholars like David, Song, Hayes and Fredin, 2007 which theory was based on the setting of goals and attaining feedback from the employees hence enabling the progress of the institution.

How performance appraisals improve organizational growth.

Findings portrayed about how performance appraisals improve organizational growth from the tables reveal that performance appraisals greatly contribute to organizational growth by looking at whether organizational compliance was realized, community has developed acceptance of the government policies, local revenue base had widened, there is increased infrastructure due to proper tax collection, employees were ready to work for longer hour and also whether the reporting had improved. This however agrees with some of the scholars who believe that motivation plays a very great role in improving employee performance like Mitchell together with Edwin Locke 1993 and Samuel (2010) who believes that employee effectiveness through a performance management system facilitates its effort to sustain and improve and that the growth of an organization can greatly depend on performance appraisals. The UN (2001) performance managements is concerned with the following regulatory requirements to appraise the rate of performance managements is the systematic process consisting of monitoring, rating and rewording which are key elements to improve organization growth.

The performance appraisal system is designed to improve overall organizational performance by encouraging a higher level of involvement and motivation and increase staff participation in the planning delivery and evaluation of work Conner 1999.

Assessing the relationship between performance appraisals systems and employee performance.

Findings portrayed from (table 17 – 22), that there is very big relationship between performance appraisals and employee performance through the analysis that performance appraisal help in evaluating staff, performance appraisals as a basis of output, performance appraisals determine performance management, performance appraisals are the best means of evaluating performance of employees, result oriented management systems is better than a performance appraisal system and that performance management systems are the best tool for making judgment.

5.3. Conclusion

Based on the finding on organization growth, the study has been able to reveal that there is compliance amongst the community through sensitization by the employees, infrastructures like schools, roads, have been built and opened respectively, among others, reports have always been submitted to the managers as a result of constant monitoring and motivation of the employees. Most employees and managers have put more trust to performance appraisal system as it has led to promotions and induction of its staff.

Therefore, performance appraisal are the best tools for organization growth. This is be become on average of the findings of organization growth 69% of the respondents agreed 22% disagreed and only 9% were not since

Employee performance

The findings reveal that productivity has been improved indicated by 77-7% showed great improvement in terms of productivity in NDLG

However, performance of employees in NDLG is on average. The performance indicators from the findings show that 50% the respondents agreed, 42% disagreed and 8% were not since. Meaning therefore that most of employees do not make reports, are not promoted in service to new positions of their level despite having qualifications, no team work at work as most of the superiors do certain activities without informing them and there is no commitment totally at work. Most workers/employees report late at work and leave early especially those far in steep slopes of mount Elgon ranges; delays in salary payments, other not accessing pay roll for long period demoralizing the employees

Relationship between performance appraisal system and employee effectiveness

The findings reveal that there is good coordination between employees and their managers. The exercise/ the process of performance appraisal is done in agreement that is to say face to face interaction is pre-requisite for assessment based on the performance targets. This was indicated by 60% of the respondents in agreement and 34% of the respondents in disagreement and on 6% abstained/ not sure.

5.2. Recommendation.

The management of NDLG should encourage the use of performance appraisal system to insure the effectiveness of employees by;-

Having regular monitoring and supervision staff

Ensuring that salary payments are paid in time

The ministry should also release funds allocated to NDLG and other district in time in order for the districts to make their locations early

The staff/employees working from far distance be provided with staff quarters so that reporting to work becomes easy. All these will help employees in meeting their demands and ensure proper budgeting of their funds

Promotion of all staff to higher ranks be encouraged by NDLG other than recruiting new staff for higher offices

To motivate the employees further, the management of NDLG should endeavor and continue providing more fringe benefits such as transport allowance, housing allowances, medical allowances and many others to its employees

The newly recruited staff and those who have over stayed in service for long time, the management of NDLG should thing of organizing induction courses to be acquainted of what they must do in the field while at work.

The management of NDLG should consider involving workers at different levels to take part in decision making in order to make them know that their contributions adds value to the development of the organization

The management of NDLG should endeavor to rotate its employees through periodic transfers with in the organization as the way of preventing boredom and create effectiveness and efficiency at work.

If all the above are put into consideration the management of NDLG will not have much stress or strain to monitor or supervise the employees at work place. The employees will instead be service driven and will accomplish work within the time schedule

5.3. Areas for further research

The recommended areas for further research would be:

"Impact of effective performance to organizational development"

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APPENDIX I. A

TRANSMITTAL LETTER FOR THE RESPONDENTS

Dear respondent,

My name is **WALELA PETER** a student of Kampala International University Tororo Study Centre pursing Bachelors degree of Public Administration and management as one of the requirement leading to the award of Bachelor of Public Administration. I am required to carry out a research and the Topic is "The effectiveness of performance appraisal in Namisindwa district". A case study of Namisindwa District Local Government.

You have been selected to participate in this study because the contribution you make is central to the kind of information required. The information you provide is solely for academic purpose and will be treated with utmost confidentiality.

Kindly spare some of your valuable time to answer these questions by either ticking the most appropriate option or giving your views where necessary.

APPENDIX 1: B: INFORMED CONSENT

I am giving my consent to be part of the research study of Walela Peter that will focus on Impact of Performance Appraisal System on the Effectiveness of Employees in Namisindwa District

I am assured of privacy, anonymity and confidentiality and that I will be given an option to refuse participation and right to withdraw my participation any time.

I have been informed that the research is voluntary and that the result will be given to me if I ask for it.

Initials: _____   Date: _____

APPENDIX I. C:
SECTION A: BACKGROUND INFORMATION OF RESPONDENTS

Please tick [√] the appropriate responses that best describes your opinion

1. Gender

    i) Female ☐

    ii) Male ☐

2. Age bracket

    i Below 25 years ☐   ii 25-30 Years ☐

    i 31-40 years ☐   ii 41-50 years ☐

    i 51 Years above ☐

3. What is your highest educational level?

    i) Masters ☐

    ii) Degree ☐

    iii) Diploma ☐

    iv) Certificate ☐

    v) Others specify...

4. How long have you worked for the organization?

    Less than a year ☐

    3-5 years ☐

    5-years ☐

    9 Years and above ☐

5. What is your current position in the health department?

    ....

Dear respondent for the questions below please clearly indicate the appropriate information by ticking in the box to show whether you strongly disagree (SD), disagree (D), Not sure (NS), Agree (A) and strongly agree (S.A)

Scale	1	2	3	4	5
	SD	D	SA	A	NS

Please tick the most appropriate

proper tax collection.					
11. Employees are willing to work for longer hours.					
12. Improved the way of reporting.					

SECTION E

To assess the relationship between Performance Appraisal System and employee performance in Namisindwa District Local Government.

"Please put your level of agreement in relation to what is indicated into table below."

	1	2	3	4	5
13. Performance appraisals help in evaluating staff					
14. Performance appraisals are a basis for output					
15. Performance appraisals determine performance management.					
16. Performance appraisals are the best means of evaluating employee performance.					
17. A result Oriented management system is better than performance appraisals.					
18. Performance management systems are the best tools for making judgment.					

Thank you for your cooperation.

APPENDIX I.E: INTERVIEW GUIDE

Performance of employees

a) How has performance appraisal improved on the rate of individuals work of employees in NDLG

b) Have the employees been committed at work, has performance appraisal led to the commitment of employees at work in NDLG?

c) Has performance appraisal led to the promotion of employees to various new positions?

d) Are people working together as a team as a result of the use of performance appraisal system

Improves organization growth

a) Is the community compliance with the collection of local revenue?

b) Has the community accepted the government policies applied in the field?

c) How has the NDLG improved its infrastructural frame work?

d) Do employees make reports as one of the requirements for performance appraisal?

e) How has performance appraisal determined performance management

f) Do you think performance appraisals are the best means of evaluating employee performance? Give reasons.

Employee satisfaction

a) Does NDLG employ any form of performance appraisal?

b) How has the performance appraisal system contributed to the welfare of the employees in NDLG?

c) Motivation

d) Assess the effectiveness of employees in relation to performance appraisal systems in NDLG.

e) How has performance appraisal system improved on the motivation of the employees in NDLG?

f) Organization growth

g) What is the relationship between performance appraisal and employee performance in NDLG?

h) What challenges does performance appraisal face NDLG?

More attention to reach organization goals

    a) Does your organization carries out performance appraisal?

    b) How often does your organization carry out performance appraisal?

    c) Good organization environment

    d) What challenges does performance appraisal face?

    e) What improvements should be put in place to ensure that performance appraisal system in a success in your organization?

Thank you very much for participating

APPENDIX 1: F: AN INTRODUCTORY LETTER FOR MR. WALLE PERTER TO CONDUCT A RESEARCH IN NAMISADWA DISTRICT

KAMPALA
INTERNATIONAL
UNIVERSITY

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

August 15, 2016

TO WHOM IT MAY CONCERN

Dear Sir / Madam,

RE: INTRODUCTION LETTER FOR WALELA PETER
REG NO: 1163-06494-08751

The above mentioned gentleman is a bonafide student of Kampala International University pursuing a Bachelor's Degree in Public Administration.

He is currently conducting research for his dissertation entitled "IMPACT OF PERFORMANCE APPRAISAL SYSTEMS ON EFFECTIVENESS OF EMPLOYEES IN NAMISINDWA DISTRICT"

Your organization has been identified as a reliable source of information pertaining to his research project. The purpose of this letter thus is to request you to accept and avail him with the information that he may need.

The data shared with him will be used for academic purposes only and shall be kept with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours faithfully,

Peter K. Mugume
HOD, Political and Administrative Studies

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