FACTORS AFFECTING THE IMPLEMENTATION OF OPEN PERFORMANCE
REVIEW AND APPRAISAL SYSTEM. A CASE STUDY: MINISTRY OF
FOREIGN AFFAIRS AND INTERNATIONAL COOPERATION
TANZANIA

BY

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DECLARATION

I Fatma Said Yassoda declare that this report is entirely my original work. I am submitting it to Kampala International University in partial fulfillment for the award of the institution's Degree of Human Resource Management. It has not been submitted to any other university previously.

Signature of the candidate
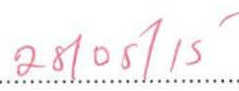
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APPROVAL

This research report has been submitted for examination with my approval as the candidate's University Supervisor.

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Signed...

(University Supervisor)

Date.........28/05/15...........................

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DEDICATION

This study is dedicated to my lovely late Sister Mrs. Tunu Therezia David Mmbezi and my precious Mummy Juliana Jones Matagi (Yassoda) together with my lovely Friend Salim Abdallah Muhene. They were the source of encouragement and great achievement. I feel proud of you and there is nothing I enjoy in my life than your love and togetherness. Thanking God to have you all!

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LIST OF ABREVIATIONS

PSPRP	Public Service Reform Programme
OPRAS	Open Performance Review and Appraisal System
HRM	Human Resource Management
MDAs	Ministries, Departments and Agencies
LGAs	Regional and Local Government Authorities
POPSM	President Office Public Service Management
BARS	Based Anchored Rating Scales
MBO	Management by Objectives
CSC	Client Services Charter
ROPMS	Result Oriented Performance Management System
P4P	Payment for Performance
SPSS	Statistical Package for Scientific Studies

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ABSTRACT

Tanzania is going through profound restructuring that force the Public Sector to become more efficient and effective. In this respect, one of the most popular tools used in the contemporary reform programme is the application of Open Performance Review and Appraisal System. However, the successful implementation of Open Performance Review and Appraisal System faces numerous challenges and obstacles. The study aimed in assessing the contribution of Performance Appraisal in the Performance of different ministries in the Government. The general objective of the study is to identifying factors affecting the smooth implementation of OPRAS in the Ministry of Foreign Affairs and International Cooperation". Specifically the study was to examine the factors affecting the implementation of Performance Appraisal System in Ministry of Foreign Affairs and International Cooperation"; how Performance Appraisal System affect employees performance in the Ministry and suggesting the strategies for effective implementation of Performance Appraisal in the Ministry. The study employed a case study design with questionnaires, interviews, and documentation as the main data collection methods. This study used both Qualitative and Quantitative approaches. The study findings revealed that the contribution of Performance Appraisal in Tanzania   faced different challenges including financial resource constraints, poor participation of employees in preparation process, practicability as well as leadership style. The findings also, revealed that, about 18 percent of the respondents strongly agreed that Performance Appraisal change the performance of the employees in the ministry while 40.7 percent strongly disagree to the notion that performance appraisal change the performance of the employees. On the other hand, 28.3 percent disagree while 13 percent were uncertain. Thus, the identified challenges affect the contribution of Performance Appraisal System in the Ministry.

However, the study suggested the strategies for better implementation of OPRAS which include clear goals and expectations, political will, monitor performance and rewarding the right behavior.

CHAPTER ONE
INTRODUCTION

1.0 Introduction

Most of African countries have gone through a series of reforms aimed at improving performance of their public service. The United Republic of Tanzania is the one of the African country that has implemented public service reforms. The current Public Service Reform Programme (PSRP) has resulted to the adoption and installment of Open Performance Review and Appraisal System (OPRAS).

According to Bailey (1994), defines Performance Appraisal as a method by which the job performance of an employee is evaluated. Performance appraisals are part of career development and consist of regular reviews of employee performance within organizations. Performance appraisals are employed to determine who needs what training, and who will be promoted, demoted, retained or fired.

Johnson (2000), the Open Performance Review and Appraisal System (OPRAS) is an open, formal, and systematic procedure designed to assist both employers and employees in planning, managing, evaluating and realizing performance improvement in the organization with the aim of achieving organizational goals.

Performance appraisal is the process of obtaining, analyzing and recording information about the relative worth of an employee. The focus of Performance appraisal is measuring and improving the actual performance of the employee and also the future potential of the employee. The purpose of the performance management system is to ensure that the work performed by employees is in accordance with the established objectives of the organization (Kumbahar, 2011).

The concept of performance Appraisal in the context of Performance Management has been one of the most important and positive development in the sphere of Human Resource Management (HRM) in recent years. The performance management became popular and recognized as a distinctive approach in the mid 1980s in both public and private sector

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organizations, due to growing out of the realization that a more continuous and integrated approach was needed to manage and reward performance.

1.1 Over view OPRAS

OPRAS has been made mandatory and embodied in Public Service Management and Employment Policy of 1999, together with the Public Service Act no. 8 of 2002 and its regulation, and the Public Service (amendment) Act No. 18 of 2007. These mandatory instruments facilitated the institutionalization of performance management system in the public service as well as its implementation. (Bana and Erick, 2008)

Practically, OPRAS was institutionalize in all Ministries, Departments and Agencies (MDAs) and Regional and Local Government Authorities (LGAs) in July 2004 through Establishment Circular No. 2 of 2004, It becomes the first distinctive performance management tool in the history of Human Resource Management in the Tanzania Public Service that requires all public servants and their managers to develop their personal objectives based on strategic planning process and the organization's perspective service delivery targets.

The unique feature of OPRAS is openness that it allows both an employee and employer to discuss and agree on the objectives to be achieved during the year; Participatory; that it involves an employee in the process of setting objectives, performance targets, performance criteria, assessment and recording performance; Accountability that is required an individual employee to sign an annual performance agreement and account for performance against the set targets; and ownership that it shows the linkage between an individual objectives and the overall institutional objectives in a given period (PO PSM, 2000).

The aims of OPRAS are to improve service provision to the public and ultimately achieve high economic growth and eradication of poverty. OPRAS ensures that, public service become result oriented and performance created culture, to carry out a fair and transparent assessment of the work done by all members of staff in the public service. Identifying staff training needs and rooms for improvements where shortfalls are observed, to identify high

performing staff for promotion and salary adjustment, to improve the quality of products in this competitive world. Also, this brings about accountability and willingness of employee to put more efforts in achieving the set objectives (PO PSM, 2008).

OPRAS have proved to have a lot of advantages, among of them are to provide an opportunity for competence development of employee, to improve working relationship and communication between the supervisor and employee, enable the institution to carry out succession and human resource planning. OPRAS enables employee to develop full potential and attain maximum job satisfaction and identifying individual strengths and weaknesses for improvement. Again, OPRAS provide basis for merit based salary increase, provide basis for disciplinary actions, increasing motivation of members of staff, empowering staff through resources provided to implement planned and agreed activities (PO PSM, 2008).

Despite of having advantages, OPRAS have also proved some shortfalls including poor support from public staff regarding its implementation, lack of resources to facilitate its implementation, resistance for change especially the management team, as well as OPRAS forms has seen to be very complicated and burden to the users.

With all those qualities of OPRAS, if well implemented, it can provide an opportunity to measure the aggregate of achievement by individual employee in a given year. Emphasis is on quantity, quality, efficiencies and effectiveness in utilization of resources. However, the continuous efforts are required to handle the situation.

The purpose of this study, therefore, was to find out the factors affecting the implementation of OPRAS in the Ministry of Foreign Affairs and International Cooperation.

1.2 Statement of the Problem

The government of Tanzania introduced Open Performance Review and Appraisal System (OPRAS) in 2004 in all MDAs and LGAs with a view to ensuring proper utilization of human resource and improving performance.

Ministry of Ministry of Foreign Affairs and International Cooperation conducted OPRAS since 2004 which are ordered by the government to be implemented by all Ministries. Since the introduction of OPRAS in 2004 the outcome in the ministry has not seen. Employees' promotion depends on the traditional seniorities form; there is no feedback of OPRAS in the ministry. Demotion, salary increase or terminations of job in the ministry were not the outcome of OPRAS. Therefore, the study aims at finding out the factors affecting implementation of Performance Appraisal System in Ministry of Foreign Affairs and International Cooperation".

1.3 Study Objectives

This study guided by general objective and specific objectives.

1.3.1 General Objective

The general objective is to identifying factors affecting the smooth implementation of OPRAS in the Ministry of Foreign Affairs and International Cooperation".

1.3.2 Specific Objective

i. To examine the factors affecting the implementation of Performance Appraisal System in Ministry of Foreign Affairs and International Cooperation";

ii. To find out how Performance Appraisal System affect employees performance in the Ministry and

iii. To suggest the strategies for effective implementation of Performance Appraisal in the Ministry.

1.4 Research Questions

i. What are factors affecting the implementation of Performance Appraisal in the Ministry?

ii. What are the contributions of Performance Appraisal System in the Ministry?

iii. What strategies to be adopted to improve the implementations of Performance Appraisal System in the Ministry?

1.5 Significance of the Study

The outcome of this study helps the government to know the challenges facing the implementation of Performance Appraisal System. The study provides a new knowledge of improving OPRAS implementation in the Ministry of Foreign Affairs and International Cooperation" and other MDAs. It also be a challenge to the government whether to continue applying Performance Appraisal System in measuring performance of the employees and service delivery to the citizens. The study is useful to me for the award of the Degree in Human Resources Management.

1.6 Scope of the Study

This study was conducted in Dar es Salaam Region in the Ministry of Foreign Affairs and International Cooperation. The public civil servants was interviewed and observed. Specifically, the study concentrated on finding out the "factors affecting the implementation of OPRAS since it star

CHAPTER TWO
LITERATURE REVIEW

2.0.   Literature Review

This section covers the theoretical parts of the study and difference concepts related to this topic was discussed in relation to other previous studies.

2.1 Theoretical Literature Review

This chapter covered the theoretical and empirical related literature review on how the problem under investigation is related to previous research work.

2.1.1.   Concept of Performance Appraisal

Performance appraisal has been defined as the process of identifying, evaluating and developing the work performance of employees in the organization. Therefore, the organizational goals and objectives are more effectively achieved, while at the same time benefiting employees in terms of recognition, receiving feedback, catering for work needs and offering career guidance (Lansbury, 1988).

Therefore, OPRAS is a process by which a superior evaluates and judges the work performance of a subordinate. Performance Appraisal Systems include the processes and procedures involved in implementing, managing, and communicating the events involved in performance appraisal. In many cases it is a formal process and is a part of the personnel management policy.

2.1.2.   Performance Appraisal Methods

There are three broad areas related to performance appraisal; the development of appraisal instruments to accurately and objectively measure human performance; a focus on supervisor and employee characteristics and their potential bias on performance appraisal ratings and lastly the uses and types of performance appraisal systems within organizations (Scott & Einstein, 2001).

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Approaches to OPRAS range from relatively simple techniques, such as ranking and traits rating, to the more difficult method of behaviorally anchored scales (Tyson & York, 2000). Techniques also vary with regard to temporal emphasis, either focusing on the past through rating and ranking, or using management by objectives to provide a future focus.

The techniques to conduct a performance appraisal may be categorized to the type of criteria used. Trait-oriented methods including trait scales, behavior-oriented methods such a Based Anchored Rating Scales (BARS) or critical incidents and results oriented methods including the Management by Objectives (MBO) method can be used. The techniques can secondly be classified according to the main objective that the appraisal serves such as comparative objectives including relative standards or developmental objective including absolute standards (Erasmus et al., 2003).

2.1.2.1 Based Anchored Rating Scales (BARS)

Based Anchored Rating Scale is one of the most systematic and elaborates rating techniques. The system is usually costly as it involves in depth analysis of each job to which the system will be applied. The BARS scale used for a certain job is reached through a five step process as follows Critical incidents refers to experts in the job listing specific examples of effective and ineffective behavior; Performance dimensions are developed from the incidents arrived at in the critical incidents phase; Retranslation occurs when a second group of knowledgeable individuals on the specific job validate and refine the performance dimensions; Scaling incidents relates to the rating of the dimensions by the second group of individuals and the final instrument is the behavioral anchor in the BARS instrument (Swan, 1991).

2.1.2.2 Management by Objectives (MBO)

This system concentrates on setting and aligning individual and organizational goals, but it can also be used for evaluating performance. Participation in the setting of objectives allows managers to control and monitor performance by measuring outcomes against the goals that the employees helped to set (Erasmus et al., 2003). Bernadian et al., (2003) state that, the

MBO system should keep employees focused on the deliverables of their job and in this way, the organization would have delivered on a strategic promise.

2.1.2.3 Essay Method

Erasmus et al., (2003) imply that, the manager is required to write a report on each employee, describing the person's strengths and weaknesses. The format is not fixed and the results depend on the writing skills of the manager and relative rating techniques where managers compare an employee's performance to that of another person doing the same work. Moreover, it involves an evaluator's written report appraising an employee's performance, usually in terms of job behaviors and/or results. The subject of an essay appraisal is often justification of pay, promotion, or termination decisions, but essays can be used for developmental purposes as well.

Since essay appraisals are to a large extent unstructured and open-ended, lack of standardization is a major problem. The open-ended, unstructured nature of the essay appraisal makes it highly susceptible to evaluator bias, which may in some cases be discriminatory. By not having to report on all job-related behaviors or results, an evaluator may simply comment on those that reflect favorably or unfavorably on an employee. This does not usually represent a true picture of the employee or the job, and content validity of the method suffers.

2.1.2.4 Ranking

Ranking methods compare one employee to another, resulting in an ordering of employees in relation to one another. Rankings often result in overall assessments of employees, rather than in specific judgments about a number of job components. Straight ranking requires an evaluator to order a group of employees from best to worst overall or from most effective to least effective in terms of a certain criterion. Alternative ranking makes the same demand, but the ranking process must be done in a specified manner (for example, by first selecting the best employee in a group, then the worst, then the second-best, then the second-worst, etc.).The system rank individuals from the best to the poorest performer according to performance factors. The technique can only be used with a limited number of employees in

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the exercise, no comparison between teams and the feedback is not aimed at the employees, Erasmus et al., (2003).

2.1.2.5 Paired Comparisons

The system allows the manager to compare each employee separately with each other employee (Erasmus et al., 2003). The ranking of the employee is determined by the number of times he/she was rated better than the other workers. Limitations to the number of employees that can be rated in this technique are a drawback.

2.1.2.6 360-Degree Appraisal Method

Essentially performance assessment on individual employees involving a wide spectrum of people including internal and external customers, suppliers, peers, team members, superiors and subordinates are assessed, (Erasmus et al., 2003). The information can be gathered by using formal and structured interviews, informal discussions, surveys and observations. The appraisal information is used in feedback to the employee and it serves as important inputs for career development and training. The broad spectrum ensures a good evaluation of the workers strengths and weaknesses and it enhances self-insight to develop to one's full potential. According to Erasmus et al (2003) this approach fits with current trends in leadership thinking.

2.1.2.7 The Open Performance Review and Appraisal System (OPRAS)

OPRAS is a system which requires every public servant to sign an individual performance agreement with his/her immediate supervisor which sets performance targets for the year. The performance agreement contains objectives, targets, performance criteria and resources required for implementing the performance agreement. The agreement is the basis for staff performance appraisal (Issa, 2010).

The performance agreement derives its annual targets from the annual plan and budget. This link cascades down the implementation of plan to individual staff and thus enhances individual accountability. On the other hand, each MDAs is required to prepare a Client Services Charter (CSC) that informs clients and stakeholders the type of services offered,

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service standards and service commitments, service delivery approach, the rights and obligations of the clients and complaints channel/mechanism in case the services offered are below the set standard.

The Open Performance Review and Appraisal System (OPRAS) is an open, formal, and systematized machine fashioned to hold both employers and employees in planning, managing, and evaluating with the intend of achieving organizational goals (Johnsen, 2000).

2.1.3   Advantages of Performance Appraisal

According to Don and Slocum (2010), performance appraisal is an investment for the company which can be justified by following advantages:

Promotion: Performance Appraisal helps the supervisors to chalk out the promotion programmes for efficient employees. In this regards, inefficient workers can be dismissed or demoted in case.

Compensation: Performance Appraisal helps in checking out compensation packages for employees. Merit rating is possible through performance appraisal. Performance Appraisal tries to give worth to a performance. Compensation packages which include bonus, high salary rates, extra benefits, allowances and pre-requisites are dependent on performance appraisal. The criteria should be merit rather than seniority.

Employees Development: The systematic procedure of performance appraisal helps the supervisors to frame training policies and programmes. It helps to analyze strengths and weaknesses of employees so that new jobs can be designed for efficient employees. It also helps in framing future development programmes.

Selection Validation: Performance Appraisal helps the supervisors to understand the validity and importance of the selection procedure. The supervisors come to know the validity and thereby the strengths and weaknesses of selection procedure. Future changes in selection methods can be made in this regard.

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Motivation: Performance appraisal serves as a motivation tool. Through evaluating performance of employees, a person's efficiency can be determined if the targets are achieved. This very well motivates a person for better job and helps him to improve his performance in the future.

Communication: For an organization, effective communication between employees and employers is very important. Through performance appraisal, communication can be sought for in the following ways; the employers can understand and accept skills of subordinates; subordinates can also understand and create a trust and confidence in superiors; helps in maintaining cordial and congenial labor management relationship and it develops the spirit of work and boosts the morale of employees.

2.1.4   The Stages of Performance Appraisal

The process of Performance Appraisal is the process of identifying, evaluating and developing the work performance of employees in the organization (Dessler, 2005). Thus the organizational goals and objectives are more effectively achieved, while at the same time benefiting employees in terms of recognition, receiving feedback, catering for work and offering career guidance.

Figure 1: Stages of Performance Appraisal

Stage One
performance
Agreement

Stage Two
Personal
Development

Stage Four
Performance
Appraisal

Stage Three
Performance
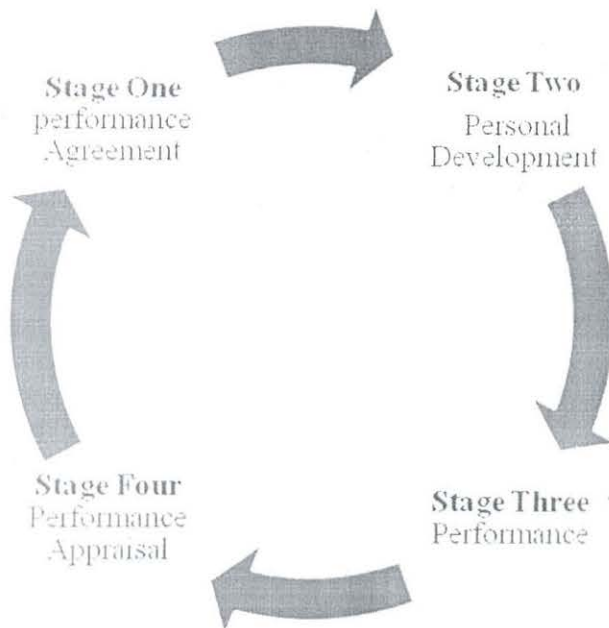
Source: Amstrong (1990).

The First Stage: at this stage, the supervisor and the supervisee jointly define and agree targets and standards (goal setting). This is where performance planning starts. It is a very important stage as it clarifies the directions of employee's effort.

Second Stage: this stage spells out the means of achieving the agreed performance such as personal development actions to enhance knowledge and skills in order to increase levels of competence. Under this stage, the agreed performance is implemented through day to day work.

Stage Three: can be concurrently carried out with stage two as it is continuous process of providing feedback on performance, conducting informal progress reviews, identify problems, updating objectives and devising corrective measures.

Stage Four: it is the formal performance appraisal where by employees; performance over a given period of time is assessed. This assessment checks out the achievements and problems

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in relation to performance standard agreed upon stage one. This cycle repeats by setting performance standard and objectives for the next appraisal period.

2.1.5   Theoretical Frame Work

2.1.5.1 Implicit Theory

Implicit theories lay beliefs about the flexibility of personal attributes (e.g. ability and personality) that affect behavior. A prototypical entity implicit theory assumes that personal attributes are largely a fixed entity, whereas an incremental implicit theory assumes that personal attributes are relatively malleable. Implicit theory research, conducted with children and students by educational and social psychologists (Dweck, 1986).

Leggett and Dweck, (1999), has focused largely on the motivational implications of holding a primarily entity or incremental implicit theory. Within an organizational context, several studies have examined how implicit theories of ability influence aspects of self-regulation including the goals that people set their level of self-efficacy the resilience of their self-efficacy following setbacks and their performance on complex decision-making tasks. However, no published studies, to our knowledge, have examined the effect of managers' implicit theories on their judgments of others. Implicit theories can be domain specific, pertaining particularly to areas such as ability, morality, or personality (Wood and Bandura, 1989).

Chiu, Hong, and Dweck (1997) argued, however, that judgments about others are more likely to be influenced by a person's implicit person theory (IPT), that is, his or her domain-general implicit beliefs about the malleability of the personal attributes (e.g., ability and personality) that define the type of person that someone is, as well as how he or she behaves.

2.1.5.2 Contingency Theory

Daft (2001), Contingency Theory means that, one thing depends on other things, and for organizations to be effective; there must be a "goodness of fit" between their structure and

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the conditions in their external environment. As such the correct management approach is contingent on the organization's situation.

Contingency Theory represents a rich blend of organizational theory such as organizational decision making perspectives and organizational structure (Lawrence, 1969). The essence of the Contingency Theory paradigm is that, organizational effectiveness results from fitting characteristics of the organization, (such as its cultures) to contingencies that reflect the situation of the organization (Donaldson, 2001).

Donaldson (2001) argued that, organizations seek to attain the fit of organizational characteristics to contingencies which leads to high performance. Therefore, the organization becomes shaped by the contingencies (fit) to avoid loss of performance. Thus, there is an alignment between organization and its contingencies, creating an association between contingencies and organizational contextual characteristics. Contingency Theory is based on the premise that there is no universally appropriate or perfect measurement system which applies equally to all organizations in all circumstances. In fact, it is suggested that particular features of an appropriate measurement system will depend upon the specific circumstances in which an organization finds itself (Donaldson, 2001).

2.1.5.3 Expectancy Theory

Expectancy Theory states that "people will work towards established goals for which they expect fair reward when achieved them". (Locke 1968). The success outcome of goal setting to some degree may depend on how individual perceive the extent to which they have the ability to achieve these goals. Individual expect certain outcomes to results from their efforts. Perception can be linked to motivation and satisfaction of needs. Also this theory is very useful in implementation of OPRAS where by employees receive feedback for what they have done, at the end there is both positive and negative outcome regarding their performance.

Wanderage (2009), contends that expectancy theory explain the behavior of supervisor and supervisee while goal setting theory states that motivation and performance are higher

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when Individual set specific sometimes difficult but acceptable goals with feedback mechanism, and these goals inform individuals to achieve particular performance levels.

2.2   Empirical Literature

In determine the financial and human resource used in facilitating the OPRAS implementation in Ministry of Foreign Affairs and International Cooperation, the focus was put on awareness, training and adaptation as recognition of continuous improvement. Performance management concerned with continuous development of knowledge, skills and competencies of public servant. (PO PSM, 2000)

Attributes of good performance aim to motivating and instilling positive work behaviors. OPRAS aim at discouraging actions that come into conflict with established rules of good conduct and values of the public service. Among the notable values are integrity, commitment, discipline, ability, teamwork and effectiveness in establishing good relationship with fellow employees within public service and outside organizations (Mgoma, 2010).

National Audit Presentation (2009) "in order for staff appraisal system to be successful there must be well known and applicable procedures to ensure that members of staff adequately sensitized on how to use the appraisal system". In terms of transparent and fair procedures the appraisal system will ensure that the appraisee will always be shown the written appraisals and that there is a possibility of making a formal appeal of one feel the appraisal has been unfair or based on the wrong criteria.

Powell, (2004) comment that, "from the experience of years, those who have been trained have been not able to deliver the good as the result acted as the obstacles to institutionalize the OPRAS in the whole of public service". In other words, the institutionalization process of the appraisal system was facing poor knowledge particularly from public sector and bearcats on how to conduct effective evaluation through OPRAS .This meant that the ongoing efforts to improve the services provided to the public and making the public service

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'mission-oriented' were not being properly evaluated in the form of individual performance appraisal.

Gibson, (2004) argued that, appraisals are conducted for two major reasons: evaluation and feedback. When used for evaluation, the appraisal provides input for decisions on promotions, transfers, demotions, terminations, and compensation (salary increases). When used for feedback purposes, the appraisal focuses on the development of the individual, including the identification of coaching and training needs. The job analysis process determines standards of performance, which are clearly communicated to the employees and used as the basis of evaluation in the performance appraisal process.

Gupta (2006) discussed different limitations of performance appraisal. Among them are: errors in rating. The author added that performance appraisal may not be valid indicator of performance and potential of employees due to the tendency to rate an employee consistently high or low on the basis of overall impression and stereotyping on the basis of his age, sex, or religion.

Tziner et al., (2007) reported that, attitudes and beliefs toward the organization and about the appraisal system affect how ratings are done and how feedback is handled. These attitudes and beliefs have an influence on the accuracy and usefulness of ratings. Their finding showed that beliefs about the performance appraisal system and rater orientation toward the system explained tendencies to give higher versus lower ratings and to discriminate between rates and rating dimensions.

Mitchel (2006) conducted a study on Achievements and Challenges in the Implementation of Result-Oriented Performance Management System in the Ethiopian Federal Civil Service. The study aimed at assessing the implementation process of Result Oriented Performance Management System (ROPMS) in the civil service organizations focusing on identifying major achievements gained and challenges faced.

The main areas of focus in the study was to understand and analyze the major organizational factors which contributed for proper implementation of ROPMS, the appropriateness of the implementation process and the level of commitment of management and employee to facilitate implementation of ROPMS for the intended results. The study employed qualitative research methodology.

The findings revealed that, creation of awareness about strategic planning, and ROPMS, developed a positive attitude towards vision, mission and objectives of organizations, recognized as a better system to minimize subjectivity and helped organization to strengthen employee - supervisor relationship were some of the achievements of the system.

Based on the study, the absence of proper monitoring and evaluation system and organ, inadequacy of measurement standards, lack of proper culture to implement the system were identified as major challenges faced during the implementation of ROPMS. To overcome the challenges the importance of developing and implementing an integrated performance management system, monitoring and evaluation system, empowering civil service organizations, the think-tank groups, continuous training and coaching, considering the name ROPMS.

The above study seems to be comprehensive and relevant to the present study as it lays a good foundation for studying the roles of performance appraisal in Civil Service. However, the findings of the study conducted in Ethiopia cannot be applied in Tanzanian because the two countries have different social, economic and political situation. Therefore, further studies are needed.

Rotich (2001) conducted a study to investigate the 'factors hindering the effectiveness of performance appraisal in Kenyata National Hospital'. In his findings he discovered that, the practices of performance appraisal were neither transparent nor participatory. That is, performance appraisal was secretive and no feedback was given on the appraisee's and in some cases personal biases was reflected in executing the function. Furthermore, the study

revealed that only 20 percent participated in the setting and discussing the targets and criteria of evaluation concerned.

The study conducted shows some gaps which allow the researcher to conduct other researches. Since the findings shows the ineffectiveness of Performance Appraisal then what the role of Performance Appraisal in the organization is.

Songstad at el., (2004) conducted a study about the effectiveness of Open Performance Review and Appraisal System (OPRAS) and expectations towards payment for performance (P4P) in the public health sector in Tanzania. A qualitative study design was used to elicit data on health worker motivation at a general level and in relation to OPRAS and P4P in particular. Focus group discussions and in-depth interviews have been conducted with nursing staff, clinicians and administrators in the public health sector in a rural district in Tanzania.

The study has an ethnographic backdrop based on earlier long-term fieldwork in Tanzania. Health workers evaluated OPRAS and P4P in terms of the benefits experienced or expected from complying with the tools. The study found a general reluctance towards OPRAS as health workers did not see OPRAS as leading to financial gains nor did it provide feedback on performance. Great expectations were expressed towards P4P due to its prospects of topping up salaries, but the links between the two performance enhancing tools were unclear.

Itika (2007) explored the 'mismatch between the expectations of employee recruitment and performance appraisal in Tanzania'. This analysis was informed by three theoretical frameworks which are: behavior, institutional and capital theories. It has provided an overview of various experiences of African countries on managing employees' expectations for improved performance via recruitment and Performance Appraisal System. It is against the background that he poses a critic to OPRAS as a tool of appraising performance for failing to match employee's expectation and therefore proposes an alternative model to serve the purpose.

The study found that, 70 percent of employees feel that they are ignored, and more than 50 percent do not think appraisals are useful to them. These findings are useful and relate to the study as they reveal the mismatch factors that pose challenge on the application of OPRAS. Thus it gives the researcher more questions to think why Tanzania adopted and apply Performance Appraisal System and investigate the role of it.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

In this chapter attempt was made to presents the research methodology employed in gathering information for the study. This section describe type of the study, the study area, its study population, units of analysis, sample size and sampling techniques, types and sources of data, data collection methods and data analysis methods.

3.2 Research design

This study intended to examine the implementation of open performance review and appraisal system. The research is a descriptive research because it portray on accurate profile of person, events or situation. The nature of this research necessitates the use of participant observation and surveys approaches.

Data were collected by using interview, questionnaire and documentary review. For this study, the adoption of this method is most applicable, because of their capacity in collecting large and standardized data. Field research conducted in the various departments and agencies in the Ministry of Foreign Affairs and International Cooperation and the researcher uses a case study strategy.

3.3 Study Area

The study conducted in Dar es Salaam region specifically in the Ministry of Foreign Affairs and International Cooperation.

3.4 Study Population

A study population refers to entire set of individual on which the research findings are made (Mugenda, 2003) In this study the respondent drawn from the categories and levels namely Senior levels (Directors and heads of departments) Middle levels (Head of sections and units) and lower level (junior staff). The respondent was estimate to be 85 staff however the researcher managed to mate about 80 respondents from the department's offices, sections and units in the headquarters as well as other stakeholders.

3.5 Sampling and Unit of Enquiry

A sample is subset of larger population (Richard, 1995) A sample size depends on degree to which a sample approximates qualities and characteristics of the overall populations. On account of the nature of this study the sample arrived from a purposive sampling method which took into consideration ideas which emphasizing choosing respondent who gives an investigator the necessary information (Selltiz, 1959).

Therefore the respondent in this study were chosen due to the likely hood that offers the information needed to identify. In conducting this study 80 staff was chosen interviewed out of 400 staff, this sample size is seen to be appropriate representative from the total sample chosen. Therefore, based on this sample size the member included in the sample selected randomly so as to avoid bias of the represented sample.

Table 3.1; Sampling and Unit of Enquiry

S/N	STRATUM	TARGET POPULATION	SAMPLE SIZE	SAMPLE SELECTED TECHNIQUE
1	SENIOR LEVEL CEO, Directors and Head of Departments	35	13	Purposive sampling
2	MIDDLE LEVEL Heads of Units, Sections and Supervisors	50	29	Stratified sampling
3	JUNIOR LEVEL Subordinate staff	315	38	Simple random sampling
	TOTAL	400	80	

Source: Field Notes 2014

3.6 Types and Sources of Data

This study based on both primary and secondary data. In collecting primary data two principal instruments were used, these are "structured questionnaire" and "Interview schedule" this administered by questionnaire and face to face interview using unstructured questionnaire.

In collecting secondary data documentary reviews carried out by a researcher through reviewing different available material information from library research, archival research, reports and government documents, internet and other sources of information correspondence on the subject researched. Other source of information to fill the gap was contemporary and historic literature dealing with general issues involved.

3.7 Data Collection, Methods and Procedures

Data collected were both primary and secondary data; Primary data collected from the respondents through self-administered, semi-structured interviews, questionnaires and participatory approach, in which a series of in-depth discussions conducted. Therefore data collected were qualitative and quantitative. The secondary data collected through documents that have already been collected for some other purposes.

3.8 Data Analysis

This study uses a different method to analyze the data collected from the field. Both qualitative and quantitative methods of analysis used to interpret statistical figures through tables, graphs and Charts. The data collected presented in tabular form while in data analysis, frequencies and percentages used. Lastly, the data computed by the Statistical Package for Scientific Studies (SPSS) to measure the accuracy of the information.

CHAPTER FOUR
PRESENTATION OF FINDINGS

4.1   Introduction

This section represents findings and analysis of research based on the responded questionnaires, interview and documentary review. The presentations were made in order of the specific research objectives which were derived from the literature review.

4.2   Characteristics of Respondents

Characteristics of the respondents included age, gender, level of education and working experience. Table 4.1 the interviewed respondents were done to three categories of employees. These were management (CEO, Directors and Head of Departments), Heads of Units, Sections and Supervisors and Subordinate staffs. About 35 questionnaires distributed to Management Staffs, 35 returned the questioners, which account about 16.3 percent of the sample size; where by 29 (36.3%) respondents retuned the questioners out of total respondents of 50 from Heads of Units, Sections and Supervisors. However, 47.4 percent of Subordinate staffs were returned the questioners distributed.

Table 4.1 Sample Size and Actual Number of Respondents

Employees' Category	Sample Size	Respondents	Percentage
CEO, Directors and Head of Departments	35	13	16.3
Heads of Units, Sections and Supervisors	50	29	36.3
Subordinate staff	315	38	47.4
Total	400	80	100

Source: Researcher's field data 2015

4.2.1 Age of the Respondents

Age refers to the time that a person has lived from birth to date. This is very important variable in analysis as it reflected human resources composition of an organization. This also describes the contribution of Performance Appraisal System of the Organization as shown on table 4.2. According to the findings, the age group constitute the age above 56 had a great

number of respondents (24) compares to other groups, following with the age group between 36 – 45 years old (20). However, below the age 35 years old were about 20 respondents and the age of 46 – 55 containing about 15 of the total respondents.

Table 4.2: Age of the Respondents (N=80)

Ages Group	Frequency
Less than 35 years	20
36 – 45 years	21
46 – 55 years	15
Above 56 years	24
Total	**80**

Source: Field Data 2013

Figure 4.1: Respondents Age by Percentage
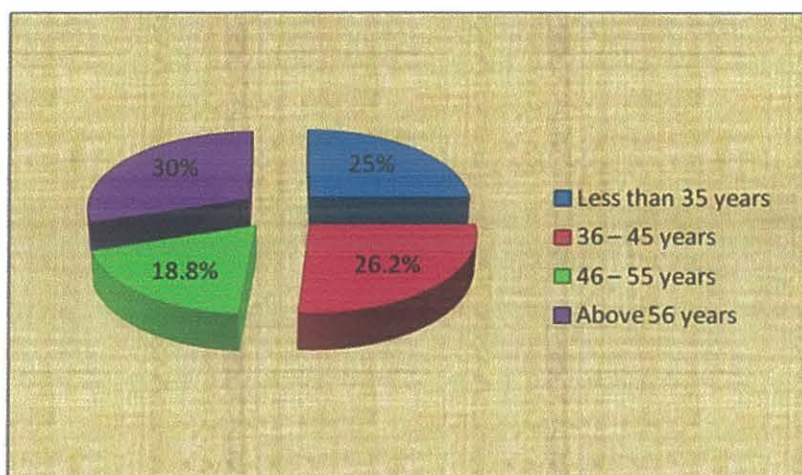
Source: Research Analysis, 2015

Figure 4.1 shows that, 30 percent of the respondents were above 56 years old, 26.2 percent of the respondents their ages were between 36 – 45 years old while 25 percent of the respondents were about less than 35 years old. On the other hand the age group of 46 – 55 was about 18.8 percent of the total respondents.

4.2.2 Gender

Gender established a division of responsibilities within an organization for the purpose of achieving organizational objectives. Present social relations which ensure their participation in organization performance implementation. In Table 4.3 shows that, men were 49 of the

total respondents while women were about 31. As the sample, was purposive were selected. For this data it was concluded the researcher employ relatively equal number of males and females. However, the overall, the majority of respondents were males.

Table 4.3: Gender of the Respondents (N=80)

Gender Group	Frequency	Percentage
Men	49	61.3
Women	31	38.7
Total	**80**	**100**

Source: Field Data 2015

Figure 4.2: Respondents by Gender in Percentage
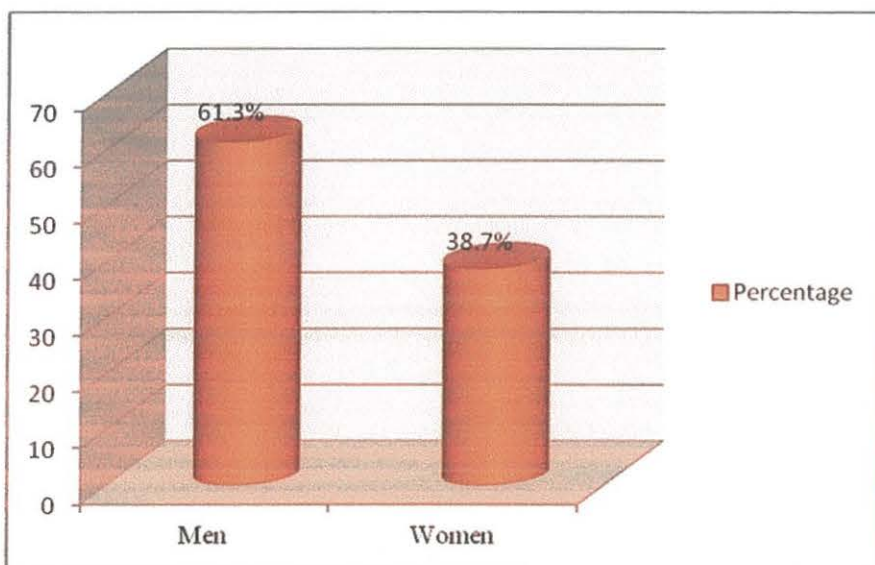
Source: Researcher's Analysis, 2015

Figure 4.2 shows that, out of 80 of the total respondents, 61.3 percent were male and the remaining 38.7 percent of respondents were female.

4.2.3 Respondents by Education Level

The performance of workers in any organization depends on the level of education, experience and nature of the activities of a given institution. The contribution of Performance Appraisal System in an organization depends also on someone knowledge and skills of the respondent. Respondents were classified based on education level such as university level, college, diploma level and secondary education.

Table 4.4: Respondents' Education Level

Education Level	Frequency	Percentage
Secondary Education	20	25
Diploma Level	25	31.2
Degree Level	21	26.3
Masters Level	14	17.5
Total	80	100

Source: Field Data 2015

The findings shows that, there were 20 employees who having secondary educations, 25 diploma level, 21 had degree level and masters' level were about 14 employees of the total respondents. The Table 4.4 shows the findings in details.

Figure 4.3: Respondents by Education Level
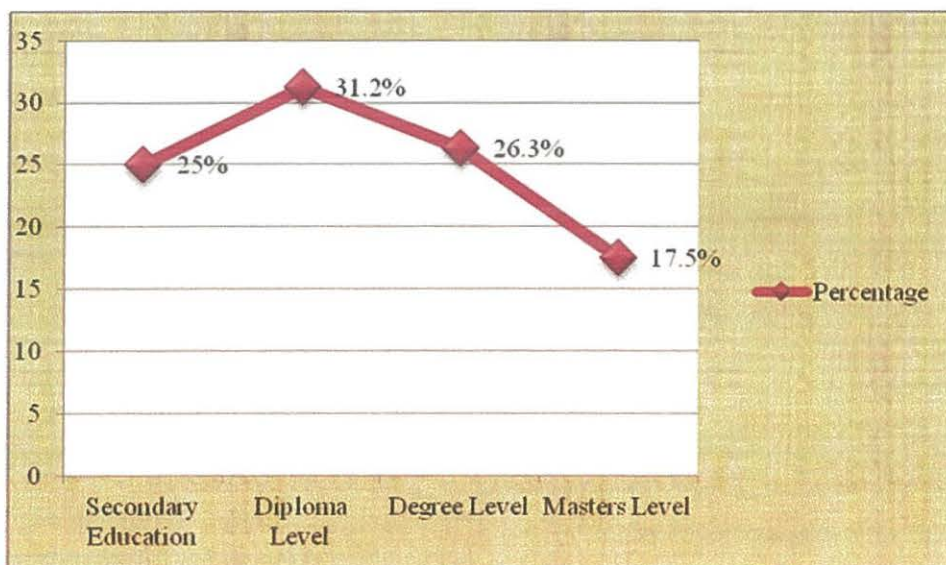
Source: Researcher's Analysis, 2015

The findings in Figure 4.3 indicated that, the respondent with diploma level of education were about 31.2 percent as scored the higher percent followed by the respondents with , degree level about 26.3 percent while the masters level were about 17.5 percent of the total respondent. Most of the respondents in this group are in managerial level position in the ministry. However, those respondents with secondary education were about 25 percent.

4.3 To examine the factors affecting the implementation of Performance Appraisal System in Ministry of Foreign Affairs and International Cooperation"

The participants were required to state the factors affecting the implementation of conducting performance Appraisal system in the Ministry of Foreign Affairs and International Cooperation. Table 4.5 revealed the following results.

Table 4.5; Factors Affecting Implementation of Performance Appraisal System

Statement	PERCENTAGE OF RESPONDENTS (N=80)				
	Strong Agreed %	Agree %	Strong Disagree %	Disagree %	Uncertain %
Financial resource constraints	42	23	11	14	10
Poor participation	26	14	25	20	15
Practicability	44	31	15	6	4
Leadership style	30	20	16	14	20
Lack of education	45	10	11	21	13

Source: Field Data, 2013

4.3.1 Financial Resources Constraints

Insufficient government support has its impact into different sector as some of the activities have to be cut or left away. The respondents were asked to state whether the budget constraints is a challenge in conducting the Performance Appraisal system. It was revealed that, about 42 percent strong agreed that financial constraints are challenge and 23 percent of the respondent agreed. Another 11 percent of the respondents strongly disagree while 14 percent disagreed and only 10 of respondents were uncertain.

4.3.2 Poor Participation

Participatory involve employees in the process of setting performance objectives, targets and criteria for evaluation and take part in the process by determining, assessing and recording performance. Respondents were required to state whether they participated in Performance Appraisal system process. The findings revealed that, 26 percent of the respondents strong agreed and 25 percent strongly disagreed. 20 percent disagreed, that the process did not involve employees in setting objectives, performance targets and criteria as well as

determining; assessing and recording performance therefore they do not participate. On the other hand, only 15 percent of respondents were uncertain.

4.3.3 Practicality

An individual employees are required to develop and sign annual performance agreements and account for performance against agreed targets and resources allocated for each activity. There is a close link between individual objectives and the overall organizational objectives which helps the employee to understand own role and contribution thus creating commitment in achieving organizational goals. The implementation of Performance Appraisal system is a challenge in most of the governmental institutions since there is no practicality among the role of the two sides; organization and employees.

The employees in Ministry of Foreign Affairs and International Cooperation"; were asked to state whether Performance Appraisal system practicability is also a challenge to them. The findings revealed that, 44 percent of the respondents strong agreed that there is no real practicality of the process and 31 percent were agreed while 15 percent strong disagreed and 6 percent disagreed. However there are only 4 percent of respondents were uncertain.

4.3.4 Leadership Style

The respondents in the Ministry of Foreign Affairs and International Cooperation" were required to state weather support of their leader is a challenge in conducting performance appraisal system. The findings show that, 30 percent of the respondents strong agreed that, it is a problem; again 20 percent of the respondent agreed. 16 percent were strong disagreeing while 20 percent of the respondents were uncertain. Table 4.5 also shows the influence of leaders in Performance Appraisal system.

4.3.5 Lack of Knowledge

The implementation process Performance Appraisal System was facing Poor knowledge particularly from public servants on how to conduct effective assessment of performance appraisal. This revealed from the findings which shows that, 45 percent of the respondents strong agreed and 21 percent disagreed that lack of knowledge is a challenge to the process

of performance appraisal process in the Ministry of Foreign Affairs and International Cooperation. 13 percent were uncertain while 11 percent were strongly disagreed.

4.4 To find out how Performance Appraisal System affect employees' performance in the Ministry of Foreign Affairs and International Cooperation

In this section, respondents were asked some questions as far as the impacts of Performance Appraisal System to the employees in the Ministry. The focus was to know how the respondents rank the effectiveness of Appraisal System with the Ministry.

The findings was revealed that, about 18 percent of the respondents strongly agreed that Performance Appraisal change the performance of the employees in the ministry while 40.7 percent strongly disagree to the statement that performance appraisal change the performance of the employees. On the other hand, 28.3 percent disagree while 13 percent were uncertain. Table 4.6 shows the result of the findings in details.

Table 4.6: Ranking of Responses of the Impact of Performance Appraisal System

STATEMENT	PERCENTAGE OF RESPONDENTS (N=80)			
	Strong agreed %	Strong Disagree %	Disagree %	Uncertain %
Performance Appraisal System	18	40.7	28.3	13

Source: Field Data, 2015.

4.5 To suggest the strategies for effective implementation of Performance Appraisal in the Ministry.

Performance Appraisal System is a critical business oriented process, yet in many organizations, it is an ineffective management tool. Despite its bad reputation, performance management can be one of the most powerful interventions an organization can implement. When designed and implemented correctly, the potential for a return on an organization exists.

The respondents were required to state the strategies for effective implementation of Performance Appraisal System in the Ministry of Foreign Affairs and International Cooperation. The findings revealed in the Table 4.7;

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Table 4.7: Ranking of Responses to the Strategies of Effective Implementation of Performance Appraisal System

Statement	PERCENTAGE OF RESPONDENTS (N=80)				
	Strong agreed %	Agree %	Strong disagree %	Disagree %	Uncertain %
Clear goals and expectations	40.6	20	22	10.1	7.3
Political will	40.4	16.5	20.6	14.3	8.2
Monitor performance.	45.6	21.4	14	5	14
Rewarding the right behavior	55	25	9.3	3.7	7

Source: Field Data, 2013

4.4.1   Clear Goals and Expectations

If employees do not under-stand what they are supposed to do, as well as the quality or quantity they are expected to produce, the results are left to chance. If you give instructions that are open to interpretation, you may not get the results you want. Respondents were required to state whether clear goals and expectations is a good strategy in improving Performance Appraisal System within the ministry. The result was revealed that, 40.6 percent of the respondents strong agreed, 20 percent agreed while 22 percent strong disagreed with the statement that clear goals and expectations are good strategy in implementing Performance Appraisal System. On the other hand, about 10.1 of respondents were disagreeing and 7.3 were uncertain. Table 4.7 shows the trend.

4.4.2   Political Will

Respondents were asked to state if political will is a good strategy for the implementation of Performance Appraisal in the Ministry. The question was intended to know if there is any relationships exist between Performance Appraisal System and political will. As per Figure 4.4 the trend shows that, 40.4 percent of the respondents strong agreed that, political will is a good strategy for implementing Performance System, 16.5 percent agreed while 20.6 percent strongly disagree and see that there is no any relationships exist between political will and Performance Appraisal System. However, 14.3 percent of the respondents were disagreeing

with the statement while 8.2 percent of the respondents were uncertain. This is also shown in Table 4.6 above.

Figure 4.4; Relationship between Performance Appraisal System and Political Will
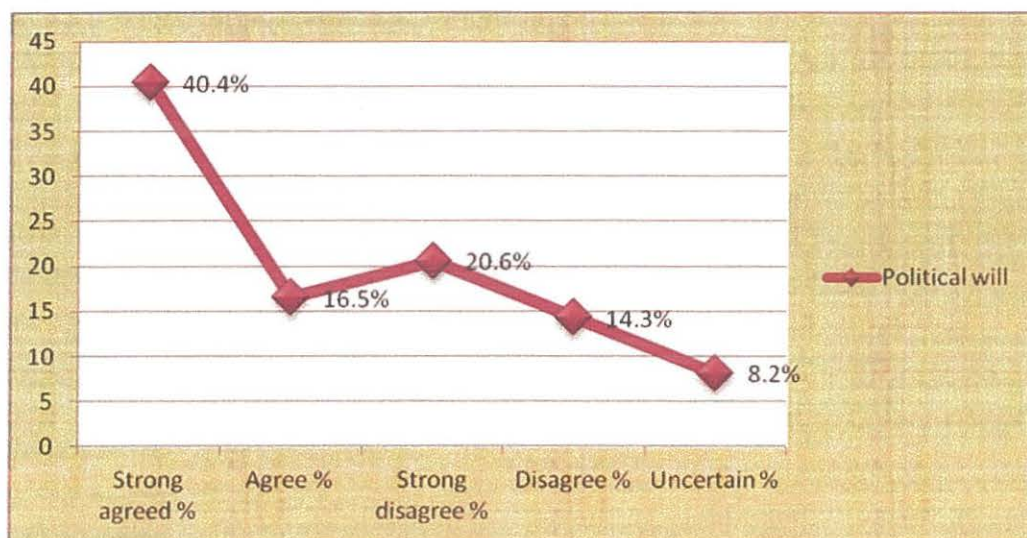
Source: Researcher's Analysis, 2015

4.4.3   Monitor Performance

The respondents were required to state weather monitoring performance is among the important strategy in implementing Performance Appraisal System with the Ministry of Foreign Affairs and International Cooperation. Table 4.6 shows that, 45.6 percent of the respondents strong agreed that, it is a good strategy for improving performance appraisal system in the ministry, also, 21.4 percent of the respondent agreed. Again 14 percent were strong disagree and uncertain respectively while 5 percent of respondents disagree.

4.4.4   Rewarding the Right Behavior

Employees always focus on what you measure or reward. The management to be sure that, rewarding the behaviors which help your organization meets its objectives in the long term and the short term. The respondent were required to comment if the rewarding the right behavior is a strategy for the better implementation of Performance Appraisal System in the ministry.

Based on the Figure 4.5, the response of the respondent in the question was as follows; 55 percent of the respondents strong agreed that rewarding the right behavior has positive impact on implementation of Performance Appraisal System and 25 percent of the respondent agreed with the view. However, 9.3 percent of the respondents were strongly disagree, 3.7 disagree while 7 percent were uncertain whether the rewarding the right behavior is a good strategy or not.

Figure 4.5; Rewarding the Right Behavior and Performance Appraisal System

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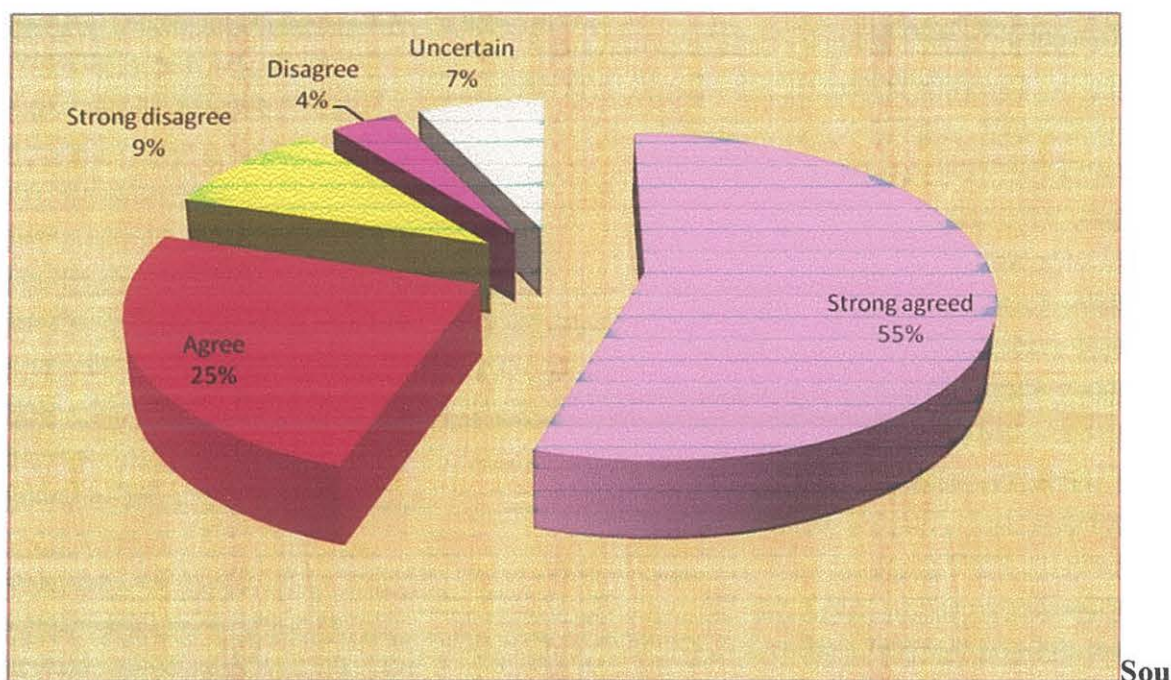
rce; Researcher's Analysis, 2015

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the discussion of the findings, conclusions and recommendations. The chapter is arranged into three main sections. The first section presents the discussion of findings/results were by demographic of the respondents, the factors affecting the implementation of Performance Appraisal in the Ministry, the contributions of Performance Appraisal System in the Ministry and strategies to be adopted to improve the implementations of Performance Appraisal System in the Ministry of Foreign Affairs and International Cooperation. The second section provides conclusions of the study. The third section highlights the recommendations. The discussions of the findings are guided by research questions.

5.1 Discussion of the Findings

5.1.1 Demographic of the Respondents

Basically, the demographic data from our respondents summarize some cogent statistics on gender (sex), age as well as employment categories of the respondents.

The demographic characteristics of the respondents are presented in Table 4.3. Results indicate that about 61.3 percent of the respondents were male and 38.7 percent were female. Overall, the majority of respondents were males (n=49) while females were (n=31). The results indicate that most of our respondents are predominantly by male.

Also, indication from the Table 4.2 shows that there is a good mix of age group ranging from (35 – 56) years old, although a bulk of the respondents belong to the age of above 56 years as they constitute 30 percent of the total respondents. Those of the age of 36 – 45 years old were about 26.2 percent while less than 35 constitute 25 percent of the total respondents. Furthermore, information obtained from Table 4.1 shows that most of our respondents belong to the category of subordinate staff as constitute about 47.4 percent and 36.3 percent of the total respondents were representing Heads of Units, Sections and Supervisors. CEO. Directors and Head of Departments constitute about 16.3 percent of the respondents.

According to Duncan (2010), education is important in categorizing the employees and in the development process. It helps society look at the social and ethical questions raised by new development policies and projects, which ensuring the organization development are given priority over short and long term plans.

5.1.2 Question One: What are factors affecting the implementation of Performance Appraisal in the Ministry?

The researcher revealed that the most factors affecting in implementing performance appraisal are financial resources constraints, poor participation, practicality, leadership style and lack of knowledge of the employees. The respondents agreed that the contribution of Performance Appraisal System in Ministry of Foreign Affairs and International cooperation will not be achieved if the existing challenges continue. To overcome the challenges will be the beginning of contribution of Performance Appraisal in the achievement of the Ministry goals and its objectives.

The findings support the research of Mallingo (2007), about "Practice of Performance Evaluation of the Employee; Success and Failure", he revealed that, lack of knowledge is a challenge to the practice of performance evaluation of employees that managers do not know what to evaluate, the criteria and objectivity of the process or system. He further argued that, determination of objectives, target, criteria and indicators also is a challenge and came up with the suggestion both evaluator and employees have to be trained.

Mitchel (2006) conducted a study on "Achievements and Challenges in the Implementation of Result Oriented Performance Management System in Ethiopia". In his study found that, level of commitment of managers and employees, leadership support and poor participation are the twin brothers in destroying the effectiveness of implementation of Performance Appraisal System in Ethiopia. Also his research adds lack of proper knowledge in implementation as a factor.

The result from the findings in Chapter Four above indicates that, 26 percent of the respondents strong agreed, 25 percent strongly disagreed. While 20 percent disagreed, that the process did not involve employees in setting objectives, performance targets and criteria

as well as determining; assessing and recording performance therefore they do not participate. On the other hand, only 15 percent of respondents were uncertain.

Financial resources constraints as a challenge in Chapter Four above also shows that, 42 percent strong agreed that financial constraints are challenge and 23 percent of the respondent agreed. Another 11 percent of the respondents strongly disagree while 14 percent disagreed and only 10 of respondents were uncertain.

Other challenge which were revealed from the study including were practicality of the Performance Appraisal System. The findings from Chapter Four above revealed that, 44 percent of the respondents strong agreed that there is no real practicality of the process and 31 percent were agreed while 15 percent strong disagreed and 6 percent disagreed. However there are only 4 percent of respondents were uncertain.

Therefore, the findings support the study of Gupta (2006), comment that, an organization that conducts PA system can be ineffective if it is hindered by challenges. Several attitudes of managers may be the challenge such as; lack of willingness to accept ownership of responsibility to appraise people, lack of acceptance of the fact that appraisal should be a biannual, or annual stock taking activity and lack of skill with regards to setting performance standards against which to appraise.

Again the issue of knowledge of the employees seems as challenges in implementing Performance Appraisal System in the ministry. The results from the study as presented in Chapter Four above indicated the following outcomes; 45 percent of the respondents strong agreed and 21 percent disagreed that lack of knowledge is a challenge to the process. 13 percent were uncertain while 11 percent were strongly disagreed.

Also the data were supported by the study of Johnson (1989), he argued that, performance appraisal in Tanzania does not increase much productivity and efficient due to a lot of challenges surrounding the system. Johnson mentioned some of the challenges as lack of knowledge, respect for one another self-esteem and perception of control.

5.1.3 Question Two: What are the contributions of Performance Appraisal System in the Ministry?

The research findings in Chapter Four show that, the large number of respondents representing the employees in the ministry does not recognize the contribution of Performance Appraisal System in their organization. The research revealed that the impact of performance appraisal system has not yet seen with the stuffs of the Ministry of Foreign Affairs and International Cooperation. The percentage drawn from the questioners' shows that Performance Appraisal System has failed to achieve its objectives in a large extent.

As per findings represented in Chapter Four above it revealed that, about 18 percent of the respondents strongly agreed Performance Appraisal change the performance of the employees however, 40.7 percent strongly disagree that the performance appraisal add anything to the performance of the employees. On the other hand, 28.3 percent disagree while 13 percent were uncertain. Therefore, more than 50 percent were disagree about the effectiveness of the Performance appraisal System within the ministry. This finding represents what happens in most of the ministries in Tanzania.

The findings of the researcher are resembling the research findings of Mallingo (2007) who conducted a study about 'Practice of Performance Evaluation of the Employee: Success and Failure' whereby he reveals that most of performance appraisals fail because of poor evaluation, the criteria and the objectivity of the process or system.

Motich (2001), in his research of "Factors that Hinder the Effectiveness of Performance Appraisal System in Kenyatta National Hospital" revealed that, lack of feedback in appraisal system is a challenge to the contribution of performance appraisal in Kenyatta Hospital.

5.1.3 Question Three Three: What strategies to be adopted to improve the implementations of Performance Appraisal System in the Ministry?

In this section, respondents were asked some questions as far as the strategies should be adopted to improve implantation of Performance Appraisal System in an organization. The focus was to know how the respondents rank the effectiveness of a certain suggested strategies. Thus a lot of suggestion has been derived from the respondents that can be

considered in the better implementation of the system and gives the way for ministerial development.

5.1.3.1 Clear Goals and Expectations

According to findings in Chapter Four above (Table 4.7) 40.6 percent of the respondents strong agreed, 20 percent agreed while 22 percent strong disagreed Again, about 10.1 of respondents were disagreeing and 7.3 were uncertain that the clear goals and expectations are the good strategies for better implementation of Performance Appraisal System.

The study resembled with the one done by Bratton (2005), who found that, the most important element in managing performance is the quality and clear objectives, plans and frequency of the discussion about performance between a line manager and an employee. Spotting an individual doing it right, or providing constructive, immediate feedback when an individual is off-track is of greater value than any dutifully completed feedback form that is not discussed.

5.1.3.2 Political Will

The general observation from the findings in Chapter Four above show that most of respondents need the political interventions on pushing the implementation of Performance Appraisal System. The result indicated that, 40.4 percent of the respondents strong agreed, 16.5 percent agreed while 20.6 percent strongly disagree. On the other hands, 14.3 percent of the respondents were disagreeing with the statement while 8.2 percent of the respondents were uncertain.

This finding resembled with the one done by Caroline (2011) explains that, political will can take many forms: training classes, mentoring, extra resources (money, staffing, equipment), or recognition as milestones are reached. The key is to let the employees know that you are willing to help them succeed. Therefore, by striking a balance between committed leadership, effective program design and planned execution, organization can leverage performance management to achieve ministry goals. The experience indicates that, top

performing of ministry execute performance management effectively and use it to achieve their strategic objectives and improve operational results.

5.1.3.3 Monitor Performance

Field data indicate that about 45.6 percent of the respondents strong agreed that, it is a good strategy for improving performance and 21.4 percent of the respondent agreed. However, 14 percent were strong disagree and uncertain respectively while 5 percent of respondents disagree. The reasons for most respondents strong agreed in this notion based on the possibility of having the good implementation of performance appraisal system within the ministry.

5.1.3.4 Rewarding the Right Behavior

Focusing in better implementation of performance appraisal system, the rewarding the right behavior is so vital. The response of the respondent in the question was as follows; 55 percent of the respondents strong agreed and 25 percent of the respondent agreed with the view. However, 9.3 percent of the respondents were strongly disagree, 3.7 disagree while 7 percent were uncertain.

The finding supported by Francis (2005) who argued that, in general, there appears to be an absence of transparency in rewarding the right persons based on the criteria agreed upon can hinder the proper implementation of performance appraisal system. Therefore, it's rare for the process of performance management, or its outcomes, to stand alone from other people management processes in place within the organization.

5.2 Conclusion

This research has established a substantial amount of facts on the aspects of the Performance Appraisal System to enhance employees' performance. Basically, the study identifying factors affecting the smooth implementation of OPRAS in the Ministry of Foreign Affairs and International Cooperation". As noted from the findings, the most factors affecting the implementation of OPRAS are financial resources constraints, poor participation, practicality, leadership style as well as lack of knowledge of the employees. In addition, the

study shows that, all those factors have affected the performance of employees' as well as development of the organizations.

Furthermore, in the evaluation of the contributions of Performance Appraisal System in the Ministry the results show that; more than 50 percent were disagree about the effectiveness of the Performance Appraisal System within the ministry.

However several strategies proposed to help smooth implementation of Performance Appraisal System have been suggested. These strategies include clear goals and expectations, political will, monitor performance as well as rewarding the right behavior.

Therefore, it is the duty of the government, policy makers, researchers and other government organs and private sectors to make more researches on the suitable measures to be taken in Tanzania atmosphere which will helps to better implementation of Performance Appraisal System in order to improve employees' performance.

5.3   Recommendations

5.3.1   Communication and Coordination

For the proper implementation of OPRAS, communication and effective coordination should begin at the launch of the design process. Design team members should inform their constituents that revisions to the performance management system are planned, and gather input and feedback on desired system features. If implementation of a new system involves major changes that are potentially threatening to employees, a change-management strategy will be required

Therefore, there is need for the Government of Tanzania through the coordinating Ministry, to prepare experts in the field of Performance Evaluation/Performance Management to enable it to pro-act and respond positively in to the needs of organizations.

5.3.2   Leadership Commitment and Support

Sustaining top leadership commitment to the system will help the system to work and in supporting this changes, leaders should perceive the importance of the system so that the system itself produce clear and identifiable results that public can determine it whether through their representatives or personally. Moreover, customer driven approach should be

used in order to gain commitment, support and accountability. Public servant should be reminded that their responsibility is to serve the public.

5.3.3 Training

The government should rearrange itself in providing training to employees all over the country about the system of appraisal. Until now there are other employees who do not know what OPRAS is and it's important. The contribution of PA system seems as nothing due to lack of knowledge. Persistence of Appraisal system in the government of Tanzania will relay on the knowledge which will be provided to the stakeholders. In this research it discovered that neither team of management nor other employees have enough knowledge about what Appraisal system is or is working. It is the duty of the government to make sure that any new system introduced to civil servant has to be well understood before its applicability.

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QUESTIONNAIRE

My name Fatuma a student from Kampala International University, pursuing Bachelors Degree of human Resource Managment, I am currently conducting a research on 'The **contribution of Appraisal System in the performance of Government Employees in Tanzania** a case study of the Ministry of Foreign Affairs and International Cooperation.

The questionnaire is administered to seek out your views, opinion, interaction patterns, thoughts and feeling concerning to the Performance Appraisal system in your office. You are requested to participate in this study freely. Information obtained will be confidential and no way will be communicated to any other person(s).

Part A: Personal Information

Please circle the correct answer

1. Age (in Years)
a) Below 25
b) Between 26 and 35
c) Between 36 and 45
d) Between 46 and 55
e) Above 55

2. Sex
a) Male
b) Female

3. Level of education
a) Primary education
b) Secondary education
c) College
d) University

4. How long have you been working at the Ministry of Foreign Affairs and International Cooperation?

a) 0-5 Years ☐

b) 6-10 Years ☐

c) 11-15 Years ☐

d) More than 15 years ☐

5. Your position in Ministry

a) Director ☐

b) Assistance Director ☐

c) Principle Officer ☐

d) Senior Officers ☐

e) Junior Officers ☐

f) Supporting Staffs ☐

6. How long have you been working in this position?

a) 0-5 Years ☐

b) 6-10 Years ☐

c) 11-15 years ☐

7. Do you participate in performance appraisal?

(a) Yes ☐

(b) No ☐

8. If yes how frequently?

(a) weekly ☐

(b) monthly ☐

(c) annually ☐

(d) other ☐

9. If other, explain...

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10. Have you had any recent access to upgrading and retraining as a result of appraisal system? Explain

....

....

....

11. In what ways are the process of evaluating employees are done in your organization?

....

12. Is there any importance of conducting Performance Appraisal as a measure of employee performance?

Please, explain...

Part B: 13 Please give your response on the following aspects regarding; **The Role of Performance Appraisal System in the Ministry** by putting a tick (√) on an appropriate space

Excellent = 1

Very good = 2

Good = 3

Fail = 4

Uncertain = 5

Statement	Excellent	Very good	Good	Fail	Uncertain
How do you rank the effectiveness of OPRAS					

Factors	Agree	Strongly agree	Disagree	Strongly disagree	Neither agree nor disagree
Financial resource constraints					
Poor participation					
Practicability					
Leadership style					
Lack of education					

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Part C:

14. Please give your response on the following aspects regarding the   challenges of Performance Appraisal System in Tanzania Information Services

....

....

....

15. What do you think should be done to improve the way(s) Performance Appraisal conducted in your organization?

....

....

16. What are your general comments about the role of Performance Appraisal in your organization?

....

....

....

THANK YOU FOR TAKING TIME TO ANSWER THE QUESTIONS

APPENDIX II
TIME SCHEDULE OF ACTIVITIES

ACTIVITY	PERIOD	OUTPUT
Proposal Writing	18/11/2014	Proposal submission for approval
Field customization	January 2015	Initial information collection
Developing instruments	February 2015	Developing of instruments
Data Collection	February-March 2015	Coding and entering data
Data Analysis	March-April 2015	Analyzing and interpretation of data
Preparation of report	April-2015	Submission of dissertation

APPENDIX III
BUDGET ESTIMATIONS

NUMBER	ACTIVITY	COSTS (UGSHs)
1	Stationary	60,000=
2	Typing and Printing	35,000=
3	Transport	50,000=
4	Meals	50,000=
5	Photocopying	15,000=
6	Internet and Airtime	45,000=
7	Miscellaneous	100,000=
TOTAL		355,000=UGSHs only