

**PERFORMANCE APPRAISAL AND EMPLOYEES PERFORMANCE IN  
ORGANISATIONS:  
A CASE STUDY OF LAMWO DISTRICT LOCAL GOVERNMENT**

**BY  
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**REG NO. : 15/MMS/31/KLA/DAY/0271**

**A dissertation submitted to the School of Business and Management in partial fulfillment of  
the requirements for the award of a Master's Degree in Management Studies (Human  
Resource Management) of Uganda Management Institute**

**February, 2018**

**DECLARATION**

I **Okeny Harriet Charity**, hereby declare that the work presented in this dissertation is my own and has never been submitted in any academic institution for an award where the work of others has been referred to, it has been duly acknowledged.

**SIGNED** .....

**DATE:** .....

**APPROVAL**

This is to certify that this study has been carried out under our supervision and has been submitted for examination with our approval.

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Date.....

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Signed.....

Date.....

## **DEDICATION**

To my parents for the tremendous support all round my educational journeys, sisters and my brothers for the motivation and inspiration to make life a better place for all.

## **ACKNOWLEDGEMENT**

I would like to give thanks to the Almighty God, for His grace, wisdom, perseverance and guidance.

I wish to extend my heartfelt gratitude to my supervisors Dr. David. K.W. Sonko and Ms. Gladys Muhama for the guidance, constructive feedback, kind support and tolerance during the period of writing this dissertation and will always be grateful to them.

I would also like to acknowledge and thank Uganda Management Institute and Lamwo District Local Government for giving the opportunity to undertake this journey under their umbrella and the respondents who gave their valuable time and participated in the study by willingly answering the questionnaires and attending the interviews.

To my team of family and friends, your direct and indirect support is recognized and I am always thankful to you in all my endeavors.

My Husband, this without you would be an endless journey. Thank you my dear friend, colleague, classmate and all you have been during this journey.

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## **ABBREVIATIONS**

CAO	:	Chief Administrative Officer
IDA	:	International Development Assistance
MOFPED	:	Ministry of Finance, Planning and Economic Development
MOPS	:	Ministry of Public Service
NGOs	:	Non-Governmental Organizations
NPM	:	New Public Management
NRM	:	National Resistance Movement
PA	:	Performance Appraisal
PSPRS	:	Public Service Pay Reform Strategy
PSSRC	:	Public Service Salaries Review Commission
ROM	:	Result Oriented Management
SMART	:	Specific, Measurable, Agreeable, Realistic and Time bound

## **ABSTRACT**

This study was carried out to assess the effect of performance appraisal on employees' performance in organizations using a case study of Lamwo District Local Government. The objectives that guided the study were: to establish how performance standards affect Employees' Performance in Organisations, to determine the effect of the performance measurement on Employees' Performance in Organizations and to establish the effect of result dissemination on Employees' Performance in Organizations. The study adopted a descriptive design, which involved the collection of data from Lamwo District Local Government staff, using both qualitative and quantitative approaches. The study covered a population of 135 respondents comprising of Employees, Staff at senior management, Political leaders, Heads of department and Staff at Middle management and a sample size of 118 respondents participated. Purposive sampling technique was used to select staff at Staff at senior management, Political leaders, department heads and Staff at Middle management, while Simple random sampling technique was used to select employees in various departments. Findings revealed that there is a moderately strong and statistically significant positive correlation ( $r=0.411$ ) between Performance standards and Employees Performance, that there is also a moderate and statistically significant positive correlation ( $r= 0.472$ ) between Performance measurement and Employees' Performance and a moderate and statistically significant positive correlation ( $r= 0.460$ ) between Result dissemination and employee performance. It was hence concluded that for Lamwo District Local Government in order to achieve high levels of Employees' Performance, performance standards should be clear, stated well to meet expectations and deliverables of each employee. The performance standards should be specific to employee roles and responsibilities as stated from their job descriptions as the staff demanding away from having generic tasks to role specific tasks.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Introduction**

This study examined the relationship between performance appraisal (Independent variable) and employees' performance in organizations (Dependent variable) within the context of Uganda. In its own usage, performance appraisal as a management tool furnishes organizations for more productivity or efficiency in organization and when effectively harnessed help in the accomplishment of organizational objectives. Performance appraisal has been described as an imperative tool for organizational competitiveness and effectiveness ( Jackson & Schuler, 2000) and it has for some time been a principle of human resources management (Mathews, 1998).

Performance appraisal should arguably be theorized and regarded as a useful strategy for improving the performance of public sector organizations more so in a developing country context and at a time where performance concerns are a major policy and intellectual issue. Failure to effectively manage performance appraisal in terms effort delivered, objectives fulfilled and goals met has led to differences in promotions, pay, training, turnover, mutual acceptance, job satisfaction and other forms of inequality (Tilly& Reskin, 2003). These developments in turn affect performance of public sector organizations.

The first chapter for this study lays the foundational basis for the efforts examining the relationship between the study variables. The chapter begins with the background to the study, the problem statement, the purpose of the study, research objectives, questions and hypotheses. It also covers the conceptual framework, significance of the study, justification, scope of the study and operational

definition of terms and concepts. In the proceeding chapters, relevant literature is reviewed and a methodological plan is presented.

## **1.1 Background to the study**

This section presents the historical, theoretical, conceptual and contextual background of the study. The study of performance appraisal and employees performance in organisations has not only baffled several scholars but has also been a growing issue that still needs to be dug deeper into analytically for everyone to understand.

### **1.1.1 Historical Background**

Historically, most of the studies on performance in organizations perceive performance as a variable dependent on various aspects in and outside of the organization among which is performance appraisal (March & Sutton, 1997). Modern interest in matters of employee performance dates back in the late 1970s when Dr. Aubrey Daniels described performance management as a phrase to simply describe a way of getting diverse group of people to do what you want them to do and like it (Aubrey , Daniels, James & Daniels, 2000) .

Initially, employee performance was concerned with “inputs” aspects, mainly financial resources, and a practice that was later criticized and mostly abandoned (Aubrey , Daniels, James & Daniels, 2000). As such, the earliest roots of employee performance dates back in the early 1900s when Fredrick Taylor (1915) the first management consultant and intellectual leader of efficiency management sought to improve industrial efficiency and, Wilson Taylor (1911) undertook to improve worker efficiency and wrote his book —Principles of Scientific Management at a time when the average worker was viewed as inefficient and sluggish. According to Wilson Taylor, the remedy for worker inefficiency lies in systematic management, rather than in searching for some unusual or extraordinary



man in (Taylor, 2011). Employee performance had since evolved to the use of cost benefit analysis in the 1960s through to output aspects in the 1970s. Most of these initiatives to indicate performance, however, were regarded as experimental and some were only adopted as one-off exercises. Throughout the 1960s and the 1970s, a long interval of almost twenty years, much talk took place about introducing performance management into the public sector. It was clear by the 1980s that interest in employee performance has moved from the ivory towers of academia to the corridors of government around the world. Towards the end of the 1980s, many systems of performance management were born, adopted and implemented at many levels of the public sector.

Towards the end of 1980s, various scholars Geary & Alan; Taylor & Francis. Group; Entwistle, Andrews &, (2010), began to be so critical about the traditional performance measures mainly those developed from costing and accounting systems for encouraging short terms, lacking strategic focus, and not being externally focused. In an attempt to overcome these criticisms, performance management frameworks have been developed to encourage a more balanced view between internal and external factors, financial and non-financial measures (Aubrey , Daniels, James & Daniels, 2000). These multi-dimensional frameworks focused more on non-financial information and were designed to provide a balance by including measures of external success as well as internal performance, and measures which are designed to give an early indication of future employee performance as well as a record of what has been achieved in the past (Aubrey , Daniels, James & Daniels, 2000).

In the late 1980s, a growing interest in the assessment and improvement of quality in public services became evident in countries like United States, Canada, the United Kingdom, Australia, and New Zealand. The emergence of New Public Management (NPM) paradigm provided the theoretical basis for this argument. Gradually, the quality dimension became an essential part of most, if not all, performance management systems in public organizations. The drive towards service quality,

efficiency and effectiveness took off in earnest in the early 1990s after the publication of the UK's Citizen's Charter in 1991 and the United States 'Reinventing Government in 1993 (Pfiffner & Ronald, 1994).

There are many challenges which hinder the delivery of public service reforms in Africa (Lienert, 2003). The factors include those relating to human resources like manpower deficiencies and lack of psychological dispositions and shortage of financial and material resources necessary for effective delivery of services. The problems of accountability as well as ethical issues also continue to affect effective delivery of public service. In an effort to mitigate some of these challenges, the Government of Kenya (GOK) has in the past launched several reform programs to improve service delivery. Some of these reform efforts include the Civil Service Reform Program (CSRP) (GOK, 1993) whose aim was to enhance public service efficiency and productivity. The program was designed to contain costs, improve performance in the public sector, and consolidate and sustain the gains made by reform initiatives (Opiyo, 2006). The other reform initiatives included the implementation of Results – Based Management that was guided by Economic Recovery Strategy for Wealth and Employment creation (GOK, 2003) whose strategies included developing benchmarks and evaluating the performance of public institutions. In order to enhance the performance of public officers, the government introduced a program where rewards and sanctions were to be used to encourage provision of quality services in the public sector. This paved way for the piloting of the process of in state corporations in 2003 which saw the introduction and implementation of performance appraisals in the entire public sector. Most firms in Kenya now employ some performance appraisal system (GOK, 2009). The Performance Appraisal System (PAS) was introduced by the GOK to refocus the mind of the public from a culture of inward looking to a culture of businesslike environment, focused on the customer and results in addition to improving service delivery (Obong'o, 2009). According to the new PAS, the evaluation of

staff performance is supposed to run concurrently with the duration of ministerial performance contracts and the Government Financial year. Targets should meet acceptable quality standards and benchmarks as determined in each category of service delivery; the system should be supported by training of staff, particularly those with managerial and supervisory responsibility; and the process should be regarded as interactive, for mutual agreement between supervisors and appraisers. According to Longenecker & Goff (1992) he observed that managers and human resource professionals believe that a PAS is a good tool for human resource management and performance improvement. If well designed and implemented it can benefit both the employees and the organizations (Tom Coens & Mary Jenkins, 2000). According to GOK (2009), the PAS has caused a cultural transformation within the public service from a baseline of extremely poor performance before 2003. The GOK has in the past made some efforts in launching and implementing Public Service Reform initiatives aimed at improving the performance of public servants in service delivery (GOK, 1993; GOK, 2003). However, these reforms have not achieved the envisaged results (AAPAM, 2005; Opiyo, 2006). The introduction of the new PAS (GOK, 2006) is yet another attempt by the Government to manage and improve performance of the Civil Service and Local Authorities by enabling a higher level of staff participation and involvement in planning, delivery and evaluation of work performance.

In the years after independence in 1962, the public service of Uganda was regarded as one of the most effective in sub-Saharan Africa (Corkery, 2009). The population of the country was just over eight million. The annual economic rate of growth was 20 percent. Gross Domestic Product (GDP) was reasonable at Ushs.4, 922m (Corkery, 2009) but, the 1970s and first half of the 1980s saw a dramatic deterioration in the economic health of the country. GDP declined by 6.6 percent year from 1978 to 1980. Inflation reached unsustainable levels—the poor working systems, declining standards

of living and the increasing insecurity in the country led to an exodus of skilled manpower from the country. All services declined (Corkery, 2009).

When President Yoweri Kaguta Museveni Government came in 1986, it found an economy that was ineffective. Corruption and abuse of office as a way of survival was widespread. It was found that the Uganda civil service had not only been bloated but also suffered from inefficiency and poor performance. It identified inadequate pay and benefits, poor management skills, dysfunctional organization and inadequate personnel management and training as major issues. The government recognized the fact that if the economy were to recover, it was necessary to have an efficient and effective administration to guide and direct it. The 225 recommendations made by Public Service Review Programme (PSRP) was accepted by the government in 1991 and formed the basis of the PSRP. Its mission was to develop a public service which delivers timely, high quality and appropriate services. In regards to Uganda civil service; one of the PSRRC's recommendations, during the financial year 1997/8, was a 'new' performance appraisal system to be introduced. A total of 129 top civil servants were trained in the basics of this results-oriented performance appraisal system. In addition, a four day ROM seminar for permanent secretaries was held in 1998. Thereafter MOPS collaborated with other ministries and drafted the new appraisal form. It was piloted in five ministries, three department and five local governments. The PAII instrument was officially launched on 23rd March 2001, and issued in 2002. It is important to note that in August 2007, the latest performance appraisal, PAIII, was issued (under establishment notice No. 4 of 200735). In order to coordinate the appraisal exercise properly and smoothly, a central ROM support unit was established, and ROM units were formed in most ministries and districts. With the support of the World Bank and the International Development Association (IDA), consultants were hired to support civil servants in implementing PAII. A key advantage of this 'new' system was that it allowed individuals to do a self-appraisal of

performance. When self-appraisal is done, civil servants come to appreciate their own abilities, potential, strengths and weaknesses. Most of the officials responsible for personnel issues who were interviewed for this study observed that self-directed discovery and examination enables employees to gain self-confidence and receive feedback. What is more, the individuals are more apt to understand why certain decisions are taken 'for or against' them. Officials from the administrative reform unit seemed to concur that by establishing their own goals, employees are encouraged to think about resources in relation to the results they are expected to produce. When the superior and subordinate collaborate on setting work targets, work relationships improve. The implication here then is that PAII's results were reliable and vivid because, under the ROM dispensation, it is the performance being appraised, and not habits. PAI had been unable to measure the degree to which individual officers achieved departmental targets, so even though appraisals were carried out, it was highly likely that public service targets were not met. Traditional appraisals, not merely those in Uganda, were closed and feedback was limited, a situation that negatively affected motivation (Long 1986). More recent approaches focus on results rather than personal traits, and emphasize participation in the appraisal process. There are many examples of such systems in countries like Malta, Mauritius and Zambia. Open performance appraisal systems relate individual performance to organizational goals, test competence, and contribute to a climate of open discussion within the public service organization (Dadoo 1997). It is also of great importance to have an overseeing body like the Public Service Commission, which has appropriate appeal mechanisms (Turya-Muhika 1982; MOPS 2006b). However, due to the existing values in the public services that tend towards high power distance, this kind of appraisal, when it was first introduced in Uganda's civil service, could not work.

The main focus of the reform programme was the creation of a competent, accountable and affordable civil service. It brought changes in relation to responsibility for recruitment, remuneration,

organization of work and range of responsibility (Karyeija, 2010). It is envisaged that personnel management including promotion criteria and basis for salary as an effective operation of performance appraisal was followed by all other organizations, including Lamwo District. The question is, is performance appraisal effectively implemented in Lamwo District Local Government?

The literature on performance appraisal does not show the challenges to effective performance appraisal given its background in Uganda, (Ministry of Public Service, 2010). This research therefore aims at looking at challenges to effective implementation of staff Appraisals in LDLG

### **1.1.2 Theoretical Background**

The Balanced Scorecard theory as originally formulated by Kaplan and Norton (1996) is proposed to inform this current study. The theory is helpful in examining the relationship between performance appraisal and employees performance. The theory is based on three general management concepts: measurement and goal setting; communication, motivation and human relations; business strategy. It indicates how a company's vision and strategy translate into a coherent set of performance measures. It explains the four perspectives of the scorecard which are: financial measures, customer knowledge, internal business processes, learning and growth which offer a balance between short-term and long-term objectives, as drivers of desired performance. It provides a framework and language that enable you to describe your strategy in a consistent, reliable manner. The ultimate goal behind balanced scorecard theory is to measure the factors that create value for an organization and directly influence its ability to prosper. In order for an organization to achieve this, it should be able to know where the organization is going, what their strategy is and what needs to be done to achieve the strategy. This theory was used to this study as it enabled Lamwo District Local Government Council to work within a balanced framework there by enabling them to execute strategic management processes efficiently.

This theory is important for an organization to drive both intrinsic and extrinsic factors to enhance motivation amongst employees to remain in an organization and perform at the highest level of efficiency and also explain how organizations create value by defining clear strategies. This theory assisted the study to clearly analyze the independent variables (Performance standards, Performance measurement and Result dissemination) thus a basis of the conceptual frame work.

The Balanced Scorecard theory was paramount in this study because other theories had a theoretical perspective about Employees Performance particularly, while Balanced Scorecard theory offered a practical interesting framework that analyses the structure of general management in the employee value chain. The Balanced Scorecard theory develops the researcher's understanding of how it works and how it persuades change of behavior to espouse performance.

### **1.1.3 Conceptual Background**

Two key concepts provide a conceptual framework for this study- performance appraisal and Employees Performance.

According to Lansbury,(1988) performance appraisal is the process of identifying, evaluating and developing the work performance of the employee in the organization, so that organizational goals and objectives are effectively achieved while, at the same time, benefiting employees in terms of recognition, receiving feedback and offering career guidance/. Performance appraisal involves the process of evaluating the performance and the behavior of individuals in the context of their specific positions of employment (Painter, 1994).

This study considered, that performance appraisal is the formal assessment and rating of individuals by their managers, usually on an annual basis with the primary objective of improving the performance

of the individuals and the institutions, thereby creating a more positive working environment for all concerned.

Employee performance as the second variable for the study is one of the most popular terms in today's public sector management terminology. It is being widely accepted in the academic field and adopted all over the world. It spread rapidly from the private sector to the public sector in the developed world and has recently found its way in many developing countries. New initiatives and legislations continue to be issued as a sign of governments' insistence on following the new focus on performance orientation (Aubrey , Daniels, James & Daniels, 2000).

According to Tony Boland & Alan Fowler, 2000 they defined employee performance as the outcomes of work because they provide the strongest link to the strategic goals of an organization, customer satisfaction and economic contributions. On the other hand, employee performance is described in terms of the actual output or results of an organization as measured against its intended outputs (Pierre , Devinney, Yip and Gerry , 2009).

According to Richard et al., (2009), organization performance encompasses three specific areas of organizational outcomes 1) the financial performance, which is explained in terms of profits, return on assets and return on investment among others; 2) product market performance measured in terms of sales, market share or else and; 3) shareholder or stakeholder benefit or return – total shareholder return, socio-economic value added and many others (Richard et al., 2009). While these measures point to the private sector context, the emergence of New Public Management (NPM) doctrines meant public sector organizations had to be measured on the basis of the same benchmarks.

Various researchers Richard et al., (2009); Waheed et al., (2011) and specialists Aubrey , Daniels, James & Daniels, (2000) in the field of employee performance have reported attempts by many



organizations to manage employee performance on the basis of workplace diversity management. In this attempt, performance has been seen as function group diversity and measured in multiple dimensions such as service quality, efficiency and effectiveness. Richard et al., (2009) argue that organizational performance also encompasses financial performance (stakeholders' return and accountability), customer service, social responsibility (for example, corporate citizenship, community outreach and service), and employee stewardship. While significant work has been done by these and many other previous researchers, not so much literature on aspects of three dimensions of diversity in the context of public organizations in the developing economies like Uganda can be traced. This study therefore seeks to examine the relationship of internal, external and organizational dimensions of workforce diversity and performance but this time in terms of service quality, efficiency and effectiveness in Uganda's public organizations.

According to Hameed & Waheed, (2011) performance is a function of any integrated systematic management approach in an organization that is aimed at improving coherence in workgroups and improving motivation among employees for better outcomes, achieving strategic aims, promoting organization's mission and values. In that sense, organization performance is quite different to individual performance, which efficiently concerns personal performance indicators of an employee although later comprises an essential part of the overall organizational performance. In fact, organizational performance is a function of employees' efforts to achieve organizational goals and objectives. It is ideally the means through which organizational performance is realized. It is common practice in public sector performance literature to talk about the three Es of: Economy, Efficiency, and Effectiveness.

In the context of this study, organizational performance measured on the basis of the three Es which Waheed et al., (2011) expound as; Procurement, resources - human, physical, finance and time and,

cost. optimal transformation (activities) of inputs into outputs, utilization of means to achieve results and objectives, rational use of resources, least costs maximum results / return, activities in perspective of results, work planning and timelines and tactical levels; effectiveness in terms of the extent to which a program or project achieves its immediate objectives or produces its desired outcome, achievements of results, objectives, goals, focus on target groups, beneficiaries, clients, medium and long-term perspective, much more difficult to measure and assess and strategic level (Waheed et al., 2011).

Organization dimensions concerns layer that concerns the aspects of culture found in a work setting (Mor-Barak (2005). Whereas most of the previous studies Kossek & Zonia, Mor-Barak, & Nishii, (2012) have focused their attention on the internal dimensions of diversity, others Richard L. Daft and Dorothy Marcic, (2006) identified issues of preferential treatment and opportunities for development or promotion that directly or indirectly impact on organization performance in public sector. These according to Michaela et al., (2003) are presented by the aspects of organization dimensions layer. Daft, Michaela and others find this layer more useful in the public sector because it shapes and impact both the individual and the organization itself. Richard, Dorothy and Marcic, (2006) postulates that "organizational" dimensions often determine the way people are treated, who "fits" or not in a department, who gets the opportunity for development or promotions, and who gets recognized.

According to Richard, Dorothy and Marcic, (2006) performance appraisal is no longer just the right thing to do, it has become imperative and perhaps the single most important factor of the twenty-first century for organizational performance. According to Ewoh, (2013) performance appraisal in the workplace is important because of its contribution to its effectiveness, and responsiveness and if harnessed can contribute to better performance.

#### **1.1.4 Contextual background**

Performance management is a key element in the public sector in Uganda. It links increased managerial freedom with increased emphasis on outputs. This requires public organizations, managers and employees to work to performance targets and output objectives that define individual tasks (Batley and Larbi, 2006). Uganda introduced the Open Performance Appraisal System (OPRAS) in the 2001/2002 financial year for staff in public organizations. This represents a step ensuring efficiency, effectiveness and quality of services offered in public organizations.

According to Daft, (2006) Performance Appraisal is defined as an assessment of employees by the manager, in which he/she evaluates the overall contribution made by the employee to the organization. It is a systematic and logical review, conducted by the organization annually to judge his potential in performing a task. He further says it helps to analyze the skills and abilities of an employee for their future growth that increases the productivity of employees and it helps to identify, the employee who performs their task well and those who are not, along with the reasons for the same while Batley and Lardi, (2006) defined Performance Management is a continuous process that aims at planning, monitoring and evaluating the objectives of an employee and his total contribution to the organization. The basic purpose of performance management is to encourage and improve employee's efficiency and effectiveness. In this process, both the employees and the managers participate in setting the objectives, assessing the performance or progress, providing training and feedback to the employees at regular intervals for improvement, implementing development programs for employees and rewarding them for their achievements.

In an endeavor to improve performance, Uganda as a country has gone through a process of reforming the nation's public administration systems. From these reforms, evidently, changes have been

incorporated in the various support functions of public administration and key to that have been reforms in the Human resources management function. The public sector reforms in Uganda are linked to the Structural Adjustment Programmes, (SAPs) that were designed and advocated for by the World Bank (WB) and the International Monetary Fund (IMF) since the 1980s (Mitala 2006; World Bank Report 1996). Structural Adjustment Programmes (SAPs) were designed in the 1980s from private sector principles as a response by the major international creditor agencies, the World Bank (WB) and the International Monetary Fund (IMF) to improve service delivery. This was in response to the growing economic crisis and balance of payments problems encountered by many developing countries subsequent to the two major oil shocks and poor governance of the 1970s (Shaw & Marobela, 2008).

As a result of all these changes, various issues regarding diversity at the workplace have cropped up. This has not raised questions on aspects of desegregation but public concern on performance of the authority as an organization. That notwithstanding, the broad objective of a public organization in Uganda is to improve efficiency and effectiveness and offering goods and services of acceptable quality standard. This would lead to exploiting the use of available resources (Andrews & Entwistle, 2010). Going forward, Babcock, (2012) observes that shared learning at workplace is increasingly reducing. Another observation is that service partnerships, though already reduced, are most likely to reduce on the amount of time taken to deliver the services yet, shared service partnerships had enabled divisions to carry out their respective policies and plans more efficiently.

Further Andrew & Entwistle, (2010) assert that this partnership cannot only improve efficiency and efficiency but also service delivery. Centrally to these, Michaela et al., (2003) affirm that though shared partnership working allows state fresh correctness, its results can only be realized if dimensional aspects of performance appraisal issues are harmonized. Therefore, whereas greater

efficiency can undoubtedly arise from greater flexibility to divert choices, capability, honors and activities in places where they are most required, these can only be realized with greater understanding and harmonization of various dimensions of diversity among workers. This can easily be solved with proper appraisal of employees in respect to their knowledge, expertise and resources thus improve on efficiency and effectiveness and, increase the total level of resources brought to bear on problems', improving efficiency and removing duplication. Desegregating allows sharing among people and sharing leads to provision of expert skills and technical knowledge hence efficiency and effectiveness (Andrews & Entwistle, 2010).

Individual local governments own performance assessment reports have also showed this negative performance concern. As of March 2014, in the government annual performance report 2010/11 it was reported by Prime Minister that 2011/12 was the second year of implementation of the National Development Plan and the Annual performance was slightly worse than the year before, with half of the annual targets met. At a Governance Forum organized by the Uganda African Peer Review Mechanism National Governing Council, in 2010, it was noted that Uganda, local government performance has been to the detriment of collective public goods and service delivery (Annual Local government performance Report Uganda, 2010). Moran and Harris, (2002) observed that a well-documented assessment can help management make reasonable and sound personnel related decisions such as wage and salary treatment. Further, they observe the failure to empirically understand the relationship between performance appraisal and performance of public sector organizations becomes a matter of concern if neglected.

According to the Uganda Public Service Standing Order (2010) Lamwo District Local Government staffs are appraised on annual basis those who are on permanent while those on probation are appraised on three months basis. As a result of appraisal, some staffs are promoted, confirmed, sent for career

trainings, mentorships and attachments others are re-deployed to different duty stations, and unfortunately others are retrenched, appointment rescinded among other actions. This has a great impact on their performance. But there are questions to be asked after this appraisal process. Are the staff effectively appraised or not? What demotivates them if they are effectively appraised? What are the challenges faced during the appraisal process?

According to Decenzo and Robbins (1998), it's usually hard for employees to stay motivated and perform well on the job when there is high uncertainty as to whether they will have a job next month or next year. Employee motivation also declines when there are layoffs, reassignments of duties which require absorbing the tasks that were previously done by others relocating employees.

Since the inception of Lamwo District Local Government in 2010, performance appraisal has always been done but not following the guidelines provided by the Ministry of Public Service. Appraisals are done when they are long overdue; the recommendations especially for promotions and training are not implemented. Supervisors do not record the performance of their subordinates throughout the year which would help them during the appraisal process (Lamwo District State of Affairs Address (2014/2015FY)).

Lamwo District Local Government has been implementing performance appraisal as one of the requirements of all government ministries and agencies. It is done annually for permanent and pensionable staff and after every three months for staffs on probation (Ministry of Public Service January 2010). In order to ensure performance appraisal is done smoothly, Lamwo District Local Government has had several training and performance appraisal process of all staff, communication channels here have been opened up, the management process restricted and trust is being built. Additionally, the Chief Administrative Officer and the office of Principal Human Resource Officer

have always written several reminders to heads of Departments to appraise their subordinates in time and ensure transparency during the appraisal process.

Despite Lamwo District Local Government having stipulated guidelines for managers and staff in place, performance appraisal is not done appropriately as managers normally do the appraisal of staff when they are long overdue or when a staff needs to apply for a promotion, managers normally do not give enough time to the appraisal process which brings biasness in the results and complain of the busy work schedules. Some managers are not objective when appraising their subordinates and end up being subjective. This denies the subordinates a chance to improve where they are weak; Lamwo District State of Affairs Address (2012/203 FY).

Also, the subordinates who are qualified to be promoted are not able to do so because of the restricted structure of public service that will lead to high attrition rate of staff for private sector.

Staffs are not motivated to be appraised because they see no use and only decide to be appraised at the end of the year or ignore and fill the appraisal forms once when they find it necessary. Some staffs do not even understand some of the language of appraisal forms if this persists; performance appraisal is likely to lose its meaning. This may necessitate Ministry of Public Service to revisit this appraisal system again. This study therefore seeks to establish the challenges faced by LDLG staff during the appraisal period and address them so as to improve on its performance.

### **1.3. Statement of the problem**

Ideally employee performance must be aligned with strategy and all employees must understand and appreciate it for the set standards, measurement and feedback dissemination to be successful (Aguinis, 2007). From the 1990's Uganda underwent a number of reforms, one of such was the promulgation of the 1995 Constitution. This gave birth to Local Governments Act 1997, where the Local Government Council were birthed and accorded as the highest political authority in their area of jurisdiction. Through the Act of Parliament in July 2009 Lamwo District Local Government was established having both legislative and executive powers. It is mandated to serve as political units to advise on planning and implementation of services assist in the resolution of disputes, monitor the delivery of services and assist in the maintenance of law, order and security.

In 2011, the district passed a policy on professionalizing the work standards. This resulted into phasing out of the old employee appraisal system and henceforth, deployment of new system to appraise the existing staff in order to enhance employee performance. This measure was meant to have well-coordinated and professional system to deliver speedy and quality performance reports to the Chief Administrative Officer. Also these reforms resulted to creation of new roles and positions to extend services nearer to the people. The district council also established the District Client Charter to provide the basis for client satisfaction. By specifying and making known the minimum standards of services offered the expected level of responsiveness. Training needs of officers were identified and training programmes organized for knowledge and skills enhancement among the employees. Further still, the district has an external programme where each year; Officers are selected for a specialized training in other districts and institutions. All the above efforts are aimed at having a knowledgeable and skilled workforce which are directed to the development of professional and skilled human resource, which in turn is expected to effectively and efficiently deliver quality services to the citizens of Lamwo.



Despite all these efforts, service delivery amongst the employees is far from reality, with a demonstration of delayed work and assignments delivery. LDLG (2014) annual report noted that, despite improvements work and assignments delivery amongst the employees is still a challenge.

Delayed work and assignments delivery demonstrates low motivation, no fairness, tiredness etc. The public perception of district employee services is poor and continued trend of having delayed reaction, has a likely result of total lack of public confidence and trust in the district thus the public shunning away from formal redress to informal recourse.

Therefore, the persistence of delayed work and assignments delivery amongst the employees led to the question for consideration in this study; “does the nature and level of performance appraisal, performance standards, performance measurement and result dissemination have an influence on employees’ performance in organizations. Thus, this study will examine the effect of performance appraisal on employees’ performance.

#### **1.4. Purpose of the study**

The purpose of this study was to investigate the effect of performance appraisal on employees’ performance in organizations using Lamwo District Local Government as a case study.

#### **1.5. Specific Objectives**

The study aimed at achieving the following study objectives:

- i. To establish how performance standards affect Employees’ Performance in Organisations
- ii. To determine the effect of the performance measurement on Employees’ Performance in Organizations
- iii. To establish the effect of result dissemination on Employees’ Performance in Organizations

#### **1.6 Research questions**

The following research questions guided this study:-

- i. How do Performance standards affect Employees Performance at Lamwo District Local Government?
- ii. What is the effect of Performance measurement on Employees Performance at Lamwo District Local Government?
- iii. How does Result dissemination influence on Employees Performance at Lamwo District Local Government?

### **1.7 Research Hypotheses**

The following hypothesis were tested;

- a) The Performance standards significantly affects Employees Performance
- b) Performance measurement significantly affects Employees Performance
- c) Result dissemination significantly affects Employees Performance

### **1.8 Conceptual Frame work**

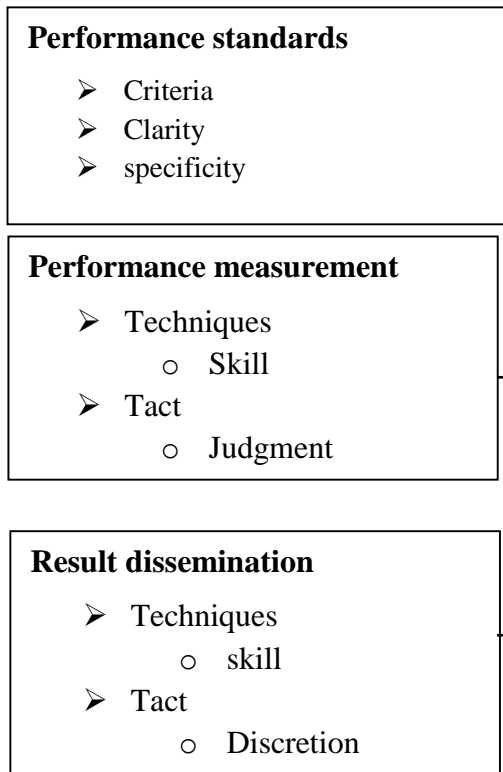
Sekaran (2003) defined the conceptual or theoretical framework as a conceptual model of how one theorizes or makes logical sense of the relationships among the several factors that have been identified as important to the problem.

#### **Figure 1: Conceptual Framework**

**The Conceptual Framework Showing the Relationship between Performance Appraisal and Employees Performance in Organisations**

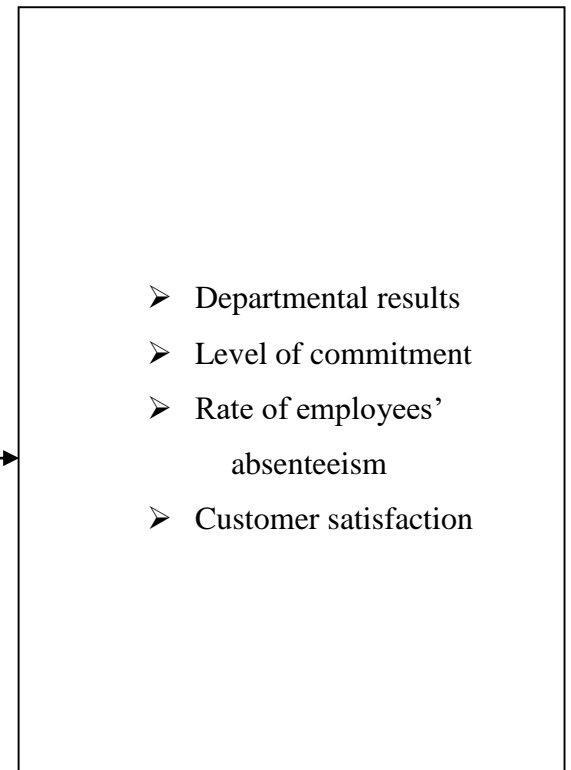
## Independent Variable (IV)

### Staff Performance Appraisal



## Dependent Variable (DV)

### Organisational Performance



*Source: Adopted from (Aubrey , Daniels, James & Daniels, 2000)) modified by the researcher*

In the conceptual frame work above, it denotes the way performance appraisal affect employees' performance in organizations of Lamwo District Local Government. The dependent variable is the Employees Performance which is measured in terms of, Level of commitment, service delivery, customer satisfaction and Rate of employees 'absenteeism. The variance was explained by three dimensions of the independent variable, Performance standards, Performance measurement and Result dissemination which are all related to the dependent variable.

It is believed that most of the issues concerning poor attitude towards change of some employees, no commitment and the lack of cooperation amongst workers are mainly function of management in the same organization and in most cases are extended beyond management limits control (Kreitner &

Kinichi , 2004). The present conceptual framework presents the relationship between the performance appraisal Process and employee performance adopted from (Cooper-Enchia, RoG, & Seniwoliba, 2014)and modified by the researcher.

From literature, Performance appraisal involves performance standards, Performance measurement and Result dissemination while Organizational Performance involves Level of service delivery, Departmental results and level of commitment. The above depict that if the appraisal is wrong then the performance will be wrong resulting in poor results from staff and vice –versa.

### **1.9 Significance of the Study**

The study may foster creation of new knowledge and awareness in the area of performance appraisal in an industry and sectors, both in the private and public domain. It may contribute to the wealth of knowledge on employee performance in a Ugandan setting.

Policy makers in the employee service sector may use the findings to draw up policies in line with the different constructs under consideration in this study and the findings to enhance their service quality.

Finally scholars interested in carrying out further research in this area may use the results as a foundation.

### **1.10 Justification of the Study**

Lamwo District Local Government is chosen because it clearly represented the district where there is deployment of new system to appraise the existing staff in order to enhance employee performance.

Lamwo District having passed a policy of professionalizing the work standards in 2011, this resulted into phasing out of the old employee appraisal system and henceforth, deployment of new system to appraise the existing staff in order to enhance employee performance. This measure was meant to have well-coordinated and professional system to deliver speedy and quality performance reports to the

Chief Administrative Officer. Also these reforms resulted to creation of new roles and positions to extend services nearer to the people. The District Council also established the District Client Charter to provide the basis for client satisfaction. Despite all this efforts, service delivery in the district is far from reality, with a demonstration of delayed work and assignments delivery as reported from the LDLG (2014) annual report. This led to the question for consideration in this study; “Does the nature and level of performance appraisal, performance standards, performance measurement and result dissemination have an influence on employees’ performance in organizations?”

### **1.11 Scope of the Study**

This covered the boundaries of the study in terms of the content, geographical area and the time period.

#### **1.11.1 Content Scope**

The study investigated the relationship between performance appraisal and employees performance at Lamwo District Local Government. Performance appraisal was studied under three main attributes of Performance standards, Performance measurement and Result dissemination and how they fostered employee performance of organizations in Lamwo District Local Government. Organizational performance was understood based on dimensions of, service delivery, customer satisfaction and Rate of employees’ absenteeism.

#### **1.11.2 Geographical Scope**

The study was carried out in Lamwo District. It is located in the extreme Northern part of Uganda. It is bordered by the Republic of Sudan in the North, Kitgum District in the East and South East, Gulu District in the south west, Amuru in the west, and Pader District in the South. The District headquarter

is 472 Kilometers from Kampala via Gulu. The District has a total land area of 5,486 Sq Km 90 percent of the District is arable 10 percent of land area is covered by Inselburgs and small rivers. The District is composed of nine sub counties of Palabek Ogili, Palabek Kal, Palabek Gem, Padibe West, Padibe East, Lokung, Paloga, Madi Opei and Agoro. It also has two Town Council of Padibe and Lamwo. Based on the 2002 population and housing census, Lamwo has a population of 115,344 people. Of these 57,977 are male and 57,367 are female. The projected population in 2010 is 159,073. The population of the District is young, with age group 0-14 constituting to about 48%. This puts a great pressure on the working population. The inter censual growth rate is 4.1%.

### **1.11.3 Time Scope**

The period of assessment was from April 2016 to November 2017. This is because the selected time period covered the complete operation years for which various efforts were put in place to enhance employee performance and avert concerns like high employee turnover, high level of complaints raised among others greatly affected Lamwo District Local Government.

### **1.12 Operational Definitions**

**Performance** is a measure of the results achieved. Performance efficiency is the ratio between effort expended and results achieved. The difference between current performance and the theoretical performance limit is the performance improvement zone.

**Performance appraisal** is the process by which a manager evaluates an employee's work performance by measurement and comparison with previously established standards.

**Performance rating** is the step in the work measurement in which the analyst observes the worker's performance and records a value representing that performance relative to the analyst's concept of standard performance.

**Feedback**-formal (such as weekly tally sheets of sales) and informal (such as brief discussions between a manager and an employee) ways for a manager to stay in touch with staff members.

**Service delivery** is getting services as effectively and quickly as possible to the intended recipient. In most cases it implies the degree of excellence on the part of the organization.

## **1.12 Summary**

In Conclusion, the above chapter covered a research area. It discussed the background of the study, which presented the historical development of the employees performance in organizations globally and nationally, the theoretical directions for the study and the employee performance, the conceptual background highlighted the understanding of the study concepts of independent and dependent variables. Also highlighted is the context under which performance appraisal was expected to promote employee performance.

The next proceeding chapter was on extensive reading of the available literature, not only did it equip the researcher with more knowledge of the problem area, but also helped her in focusing the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter shall present the existing and related literature on the study variables of staff performance appraisal and the interrelations among them as put forward by various researchers and scholars' .Actual literature review is carried out on each of the operational variables so as to establish the possible relationship and gaps in previous studies examined. The literature is arranged according to the objectives of the study.

#### **2.2 Theoretical review**

This study was underpinned by Balance Score Card Theory by Robert S. Kaplan (1996). The theory is based on three general management concepts: measurement and goal setting; communication, motivation and human relations; business strategy. It indicates how a company's vision and strategy translate into a coherent set of performance measures. It explains the four perspectives of the scorecard which are: financial measures, customer knowledge, internal business processes, learning and growth which offer a balance between short-term and long-term objectives, as drivers of desired performance. It provides a framework and language that enable you to describe your strategy in a consistent, reliable manner. The ultimate goal behind balanced scorecard theory is to measure the factors that create value for an organization and directly influence its ability to prosper. In order for an organization to achieve this, it should be able to know where the organization is going, what their strategy is and what needs to be done to achieve the strategy. This theory was of use to this study as it enables Lamwo District Local Government Council to work within a balanced framework there by enabling them to execute strategic management processes efficiently. This theory is key for an organization to drive both



intrinsic and extrinsic factors to enhance motivation amongst employees to remain in an organization and perform at the highest level of efficiency and also explain how organizations create value by defining clear strategies. This theory assisted the study to clearly analyze the independent variables (Performance standards, Performance measurement and Result dissemination) thus a basis of the conceptual frame

### **2.3. Performance appraisal and Employees Performance in Organisations**

Performance appraisal is the strength of performance management, which in turn affects the employee performance. It helps to identify and overcome the problems faced by the employees on his/her work (Mackey and Johnson, 2000). Although it has many benefits for the organization, Anderson, (2002) states that performance appraisal has the equal probability of having a bad impact on the organization as well as on employee performance. According to Fletcher & Bailey, (2003) managers are perfectly capable of forming judgments of employee performance that are accurate. Fandray, (2002) highlights “that rating inaccuracy was often a reflection of a deliberate conscious process of distortion used to serve the rater’s agenda and not unconscious bias or error”. According to Wood and Atkins, (2002), employee performance ratings are bunched around either moderate or high performance. Negative information is less likely to be conveyed than positive information. Moreover, a consequence of this is the tendency to rate employees as average or above, due to the interpersonal awkwardness of telling employee their performance is below average Recter & Byron, (2010) states that “there is a tendency to mark at the middle of the scale or higher and raters may avoid giving negative news, because they employ empathic buffering”. According to Hunt, (2005) there is evidence to suggest that in performance appraisal policy, managers are using ratings to achieve goals that are contrary to the goal of providing accurate employee performance ratings. Ratings may be motivated by a fear of conflict with poor performing employee. Moreover, inflation may also be used to improve an employees’

performance by increasing self-efficacy (Mackey and Johnson, 2000). Managers might also consistently inflate ratings to protect their employees' reputation as good managers, if employees are seen to be performing poorly and this may reflect badly on the manager (Rudman, 2003). According to Rudman, (2003) performance appraisal has a positive and negative impact. Employees who receive a good score on his/her appraisal are generally motivated to perform well and maintain his/her performance. Positive feedback on appraisals gives employee a feeling of worth and value, especially when accompanied by salary increases. If a supervisor gives an employee a poor score on his/her appraisal, the employee may feel a loss of motivation in the workplace. Consequently, this can impact on the employee's performance (Cook & Crossman, 2004)

According to Napier & Latham, (2012) the major benefits of performance appraisal to individual employee are; increasing understanding of strategic aims and own role in organization success: Performance appraisal will benefit an individual employee in the sense that the employee will see how his contribution will help the organization to achieve the strategic objective of the organization. This will enable to employee to have a clear view of what his roles entailed and the strategic position he occupies in fulfilling those roles in the organization.

Furthermore, development of potentials is among the benefits of performance appraisal that benefit an employee in appreciating the potential he has developed over a period of time and how those potentials could be put to good use to his own advantage and that of the organization. This in essence gives the employee a sense of fulfillment and how to consolidate and improve on those potentials he has acquired (Hood, McClaren, Martin & Jackson, 2011).

On the historical account of the performance appraisal in the Ugandan civil service (PAI), at the national level, performance management in Uganda is conducted through the collection of base line data, annual performance plans, quarterly assessments, annual performance reports, ministry policy

statements, and development plans. Also at the national level, parliament evaluates performance through the public accounts sessional committees, but at the district level, councils evaluate the performance of their respective local governments. On the individual level, individual performance management is evaluated through agreement between the supervisor and subordinate on the key outputs, continuous monitoring and appraisal by both the supervisor and supervisee. The various ministers monitor performance of the permanent secretaries who are responsible for the performance of the ministry or local government, and the permanent secretaries in turn appraise their directors. Directors evaluate departments, heads of department evaluate divisions/sections and units, as division/section/unit heads evaluate individual officers.

Following recommendations from the Public Service Review and Reorganization Commission (PSRRC), Uganda introduced a new performance appraisal system in the 2001/2 financial year, PAII, as part of its administrative reform efforts to improve the public sector performance in achieving higher productivity and quality service delivery. The Uganda performance appraisal report was for many years based on PAI, the annual confidential report which was a closed system of assessing individual performance. The PSRRC noted that civil servants needed to be assessed on their actual performance in relation to well defined targets and tasks agreed upon between themselves and their supervisor. Otherwise, the PSRRC argued, the closed appraisal system was based on subjective assessment which only considered behavior and personality, but was untenable as an effective measure of individual performance. The PSRRC therefore suggested that in order to motivate civil servants to perform and increase general productivity, a performance measurement tool that could link results to specific civil Servants should be introduced. Another compelling reason to change the appraisal was because it was 'closed', that is, the appraised individual never received feedback on how he or she fared in the appraisal. The PSRRC report indicated that because the annual confidential report was

strictly Confidential, it was open to abuse. Since it was inaccessible to the objects of the appraisal, it was susceptible to favoritism, corruption and tribalism. This, the PSRRC argued, would undermine the very essence of the appraisal system. There was also a third reason for reforming the appraisal, although the PSRRC did not focus on it: Given that the introduced appraisal was not unique, we could deduce that it was a result of learning about best practices from elsewhere. In fact, the results-based performance appraisal system was particularly sponsored by the World Bank policy briefs and discussed in recommendations for civil service reform across the continent. Civil service reforms were the final aspect of NPM, which focused on the basic issue of internal organization and it is into this category the PAII system falls (Minogue 1998:23).

#### **2.4 Performance measurement and Employees Performance**

According to Cook and Crossman, (2004) the problem of rating inflation also appears to be related to the personality of the rater. In situations where poor supervisor ratings are likely to result in conflict, managers high on the personality dimension agreeableness inflate their ratings much more than those who describe as low on the dimension (Smither and Walker, 2004). This appears to be because those high on agreeableness rating appear to be particularly keen to avoid conflict situations. Therefore, they tend to inflate their ratings more when they know they will have to continue working with the employee in the future and they are aware that the employee sees his/her as a good performer (Anderson, 2002:2). It also suggests that there should be some component in appraiser training that helps rater's to develop skills that will help to deal with conflict. (Dessler, 2000)(2000:322) contend that the issue of rater self-efficacy in terms of whether the employee believes that they can deal with potential conflict effectively. On this basis, developing the rater's belief that they can deal with potential conflict from a disgruntled poor employee performance could reduce the rater's motivation to inflate their ratings.

The most difficult part of the performance appraisal policy is to accurately and objectively measure the employee performance (Bond & Fox, 2007). Measuring the performance covers the evaluation of the main tasks completed and the accomplishments of the employee in a given time period in comparison with the goals set at the beginning of the period (Rudman, 2003:4). According to Baron & Kreps (1999), Guthrie (2000), Kuvaas (2006) measuring also encompasses the quality of the accomplishments, the compliance with the desired standards, the costs involved and the time taken in achieving the results. Bond & Fox, (2007) contend that measuring employee performance is the basis of performance appraisal policy and performance management. Accurate and efficient performance measurement not only forms the basis of an accurate performance review but also gives way to judging and measuring employee potential (Fletcher and Bailey, 2003:360).

For the purpose of measuring employee performance, different input forms can be used for taking the feedback from the various sources like the supervisor, peers and the employee (Mello, 2010:439). According to Rudman (2003:4), all the perspectives thus received should be combined in the appropriate manner and to get an overall, complete view of the employees' performance. According to Anderson (2002:2), for an organization to be effective for its goals, it is very important to monitor or measure its employee performance on a regular basis. Effective monitoring and measuring also includes providing timely feedback and reviews of the employees for their work and performance according to the predetermined goals and solving the problems faced (Mani, 2002:142). Rudman (2003:12) highlights that timely recognition of the accomplishment also motivates and helps to improve the performance of employees. According to Aguinis (2009:2), measuring the performance of the employees based only on one or some factors can provide with inaccurate results and leave a bad impression on the employees as well as the organization. Therefore, a balanced set of measures should be used for measuring the performance of the employees (Kuvaas, 2006:509). Leniency or

strictness: This is the tendency of some assessors to be too liberal in their rating by consistently awarding high scores to their subordinates in all job characteristics. On the other hand, some raters also have the tendency to give consistently low scores to their employees. This error is due to the subjectiveness of man. The error can be minimized by proper training of managers on appraisal techniques. If not properly checked, it is capable of setting two departments at loggerheads i.e. a department with a high rates and a department with a low rater manager.

Central tendency: Many managers are often unwilling to use the extreme ratings and therefore settle with what is known as the central tendency. This tendency is caused by lack of adequate knowledge of the employees. Since it is obligatory that he must rate his employees, he plays it safe by neither condemning nor praising (Dorfman, Stephan, & Loveland,, 2012).If he rates too high or low, he might be required to defend his judgment before top management. So, he takes a central position and rates employees averagely.

Matthew effect: states that a disruptive bias in performance appraisal known as the Matthew Effect. It is named after the Matthew of biblical fame who wrote, "To him who has shall be given, and he shall have abundance: but from him who does not have, even that which he has shall be taken away." In performance appraisal the Matthew Effect is said to occur where employees tend to keep receiving the same appraisal results, year in and year out. That is, their appraisal results tend to become self-fulfilling: if they have done well, they will continue to do well; if they have done poorly, they will continue to do poorly. The Matthew Effect suggests that no matter how hard an employee strives, their past appraisal records will prejudice their future attempts to improve (Craig et al, 2012).

Supervisor's bias: The extent of this bias was explored by Gabris and Mitchell (2006). They studied an organization with a quarterly performance appraisal system. The workforce was divided into two

groups: those who had been given high appraisal results consistently, and those who had low results consistently. When the groups were asked whether the appraisal system was fair and equitable, 63% of the high performers agreed, compared to only 5% of the lower performers. The groups were asked if their supervisors listened to them. Of the high performers, 69% said yes, while among the low performers, 95% said no. Finally, when asked if their supervisors were supportive, nearly half of the high performers agreed that they were, while none of the low performers agreed. Of course, not everyone who gets a poor appraisal result is a victim of supervisory bias. But to some extent, it appears that certain employees may be unfairly advantaged, while others are disadvantaged, by bias effects in the judgments of supervisors.

## **2.5 Result dissemination and Employees Performance**

According to Freeman (2002:9), employees often find themselves in situations where they must change direction frequently. Therefore, the employee seeks constant feedback to determine whether the direction they are working is what is expected by the organization. He further contends that the performance appraisal policy for employees must be frequent, accurate, specific and timely. Levinson (2005:427) highlights that it is becoming increasingly popular for organizations to ask employees to evaluate the performance of their colleagues and it is especially true with the increased focus on the use of teams in the workplace. Hunt (2005:3) states that while there is general agreement that peer evaluation provides a more complete picture of employee performance, the acceptance of peer performance appraisal policy by employee is generally low. Levinson (2005:427) contends that peer evaluation may be guided by social comparison processes whereas, because of the obviously different supervisor-subordinate relationship, supervisor evaluations would likely not follow a social comparison process. According to Dessler and Gary (2000:24), many organizations are scrapping the traditional performance appraisal policy in favor of performance management. Wade and Ricardo

(2001:319) highlight that a new approach focuses on coaching and feedback. In such a policy the manager and the employee agree upon goals. Goals should be flexible to reflect changing conditions in the economy and workplace and employees should think of their managers as coaches who are there to help them achieve success. According to Mondy and Noe (2008:4), in some performance appraisal policies, the employee is passive. Therefore, the employee does not have a significant input to the process. However, in general the performance appraisal policy interview is a sensitive interpersonal situation, where the skill of the appraiser and maturity of both parties are keys to whether a successful outcome is reached. Mackey and Johnson (2000:204) state that in practice, emotional tension and defensiveness is the outcome of the interaction of the superior and subordinate in sharing performance appraisal policy information in the feedback interview. Furthermore, this can be a real block to employee development and while this is a potential danger, it does not have to be the case. Fineman (2006:270) highlights that managers' ability to perceive subordinates' emotions has an impact on the subordinate's satisfaction with the performance appraisal process. According to Fineman (2006:270), performance appraisal policy is the best tool for measuring employee performance and guiding employee development and improvement. However, performance appraisal policy can be a frustrating ritual of the modern organization. Stone (2002:22) states that the most frequent complaint is that a large number of managers are poorly trained in how to give feedback to employees and they provide little coaching, mentoring or support. Moreover, performance appraisal policy procedures are often poorly designed, making the policy cumbersome and difficult to administer. Freeman (2002:2) contends that employees often place the entire burden of the review policy on the supervisor, doing little throughout the year to seek feedback on employee performance, avenues for improvement or development. According to Stone (2002:3), employees often assume a defensive position when deficiencies are pointed out. This is especially true if pay, recognition or rewards are at stake. In



addition, employees will resist a policy that is perceived to appraise or reward unfairly (Freeman, 2002:25). Hunt (2005:2) highlights that conflicts on the purposes and goals of performance appraisal policy often exist when implemented. The performance appraisal policy must be part of a performance management policy that emphasizes ongoing communication and coaching in order to motivate the employee (Mondy and Noe, 2008:261). The significant barriers to the implementation of an employee performance appraisal policy are often neglected (Grote and Grote, 2002:232). While performance appraisal policy may improve employee performance, ill-prepared performance appraisal policy can adversely impact on employee performance (Fandray, 2001:35). Wade and Ricardo (2001:26) contend that commitment from the organization to conduct performance appraisal policy correctly is essential. This includes logistical and technical support, in-depth job analysis and on-going training. According to Roberts (2002:334), managers may often fail to provide timely and accurate expectations and feedback to employees regarding performance. When feedback is provided, it is often communicated incorrectly thereby reducing morale and further reducing employee performance (Stone, 2002:123). Furthermore, employee groups often oppose the implementation of a performance appraisal policy. This is due to a variety of factors including distrust of management's ability, a perception that the performance appraisal policy is unfair and a traditional emphasis on superiority rules (Levinson, 2005:38).

## **2.6 Summary of the Literature Review**

After reviewing literature on various scholars of performance appraisal and employees performance in organizations it has been noted that, performance appraisal should not be only focusing on performance standards, performance measurement and result dissemination but rather to the continuous improvement of the strategies and other factors like performance practices, leadership and supervision, career planning and development, alternative work schedule, working conditions, flexible

working hours among others. Needless to say that these efforts should be conducted by HR professionals. These could drive the employee tools and techniques to more understandable and acceptable roles to them as key stake holders with the sense of ownership to enhance employee's performance. Additionally the review revealed that most studies done on employees' performance in organisations have used Balance Score Card Theory to contextualize their studies in a theoretical perspective particularly. In this study the Balance Score Card Theory will bridge that gap and offer a practical interesting framework that analyses measurement and goal setting; communication, motivation and human relations; business value chain. The Balance Score Card Theory develops our understanding of how it works and how it persuades change of behavior to the desired performance.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This section presents a detailed plan and methods of systematically obtaining data for the research. The section covers; the research design, the study population, the sample size and selection of sample, the sampling techniques and procedures, the data collection methods, the procedures of data collection, the data analysis, and the measurement of variables.

#### **3.2 Research design**

The study was carried out mainly using descriptive design. Descriptive design collects data to make inferences about a population of interest at one point in time. The advantage of Cross-sectional surveys was its flexibility in that it could be conducted using any mode of data collection, including telephone interviews, face-to-face interviews and mailed questionnaires, According to Sekaran, (2003) this design captures data at a specific point in time, contains multiple variables at the time of the data snapshot and study findings and outcomes can be analyzed to create new theories/studies or in-depth research.

Both quantitative and qualitative approaches were employed. According Sekaran, (2003) a combination of these approaches enables an improvement of the evaluation by ensuring that the limitations of one type of data are balanced by the strengths of another. This ensured that understanding is improved by integrating different ways of knowing, thus the researcher gaining in breadth and depth of understanding of the research problem.

### 3.3 Study population

The study covered population of 135 subjects, constituting of 80 employees, 15 heads of department, and 40 senior and middle officers at Lamwo District Local Government. These were selected because they were actively involved in the implementation of the day to day operations in these particular departments and are potential people who were reliably informed on employee performance strategies.

### 3.4 The sample size and sampling technique

Table 1: Determining Sample Size from a Given Population

Level of structure	Target		Sampling Technique
	Population Size	Sample Size	
Employees at lower management	70	60	Simple Random Sampling
Staff at Senior management	15	14	Purposive sampling
Political leaders	10	6	Purposive Sampling
Heads of department	15	14	Purposive sampling
Staff at Middle management	25	24	Purposive sampling
<b>Totals</b>	<b>135</b>	<b>118</b>	

The study sample size was determined using Krejcie & Morgan tables 1970 as cited by (Amin, 2005). The samples used in the study was selected using the simple random sampling and purposive sampling. The sample size was 118 respondents.

### **3.5 Sampling Techniques and Procedures**

According to Sekaran, (2003) sampling is the process of choosing the research units of the target population, which was included in the study. A probability sampling method is where all elements have an equal chance of being selected (Mellenbergh and Adde, 2003). This entailed purposive sampling and simple random sampling.

#### **3.5.1 Purposive sampling**

Purposive sampling technique under non-probability sampling was used to select Staff at middle, senior management, heads of department and political leaders. The technique was used because the focus of the researcher was to get in-depth information and not simply making generalizations. Those selected were provided the required information in-depth since their selection was based on their appropriateness to give the required information. Purposive sampling is a sampling method where some elements of the population have no chance of selection and is based on knowledge of the population and the objectives of the research (Connaway & Powel, 2010). Non-probability sampling was employed through using purposive sampling to select the respondents.

#### **3.5.2 Simple Random Sampling**

Simple random sampling techniques are flexible and give equal chances to respondents to be samples (Amin, 2005). In a simple random sample ('SRS') of a given size; all such subjects of the frame are given an equal probability. Each element of the frame thus had an equal probability of selection; the frame was not subdivided or partitioned. This minimized bias and simplified analysis of results. In particular, the variance between individual results within the sample is a good indicator of variance in

the overall population, which made it relatively easy to estimate the accuracy of results. This method was used to sample the employees in various departments

### **3.6 Methods of Data Collection**

#### **3.6.1 Questionnaire Survey**

The questionnaire design carefully followed the research objectives guiding the study. According to (William Lawrence Neuman. Allyn and Bacon,, 2003), defined a questionnaire as a survey in which the researcher conceptualizes and operationalizes the variables and questions. Questionnaires were very appropriate for collecting information regarding surveys that deal with the perception of the variables. The questionnaires were self-administered to the respondents who were able to read and answer questions without being influenced by the interviewer. A semi- structured questionnaire was the main instrument of data collection for the study. A Likert type of questionnaire was designed and administered on Supervisors, heads of departments, staff at middle and senior management and employees as respondents to explore their responses regarding the different statements describing the key variables of performance appraisal and employees performance in organisations a case study of Lamwo District local government. The main advantage of self-administered questionnaires is that the researcher or member of the research team took control and ensured that all the completed questionnaires are answered within a short period of time (Sekaran, 2003).

#### **3.6.2 Interviewing**

This is a method of data collection where the investigator is given a chance to gather data through direct verbal interaction with participants (Amin, 2005). The researcher used the interview to collect data from selected key informants among the Staff at senior management and middle management

staff at Lamwo District local government in his researcher endeavor. The researcher chose the above categories of respondents because they are key and central among all the respondents. An interview guide consisting of structured questions were designed and administered to the above relevant and key stakeholders. Information solicited by this instrument helped the researcher to enhance response from the self-administered questionnaires and made it possible for the researcher to cross examine some key issues in the research. Interviewing is a good method for producing data based on information priorities, opinions, and ideas based on informants. Thus, respondents had an opportunity to expand their ideas, explored their views and identified what they regarded as their crucial factors (Babbie, 1990).

### **3.7 Data Collection Instruments**

#### **3.7.1 Questionnaire**

The questionnaire design carefully followed the research objectives guiding the study. Neuman (2003) defined a questionnaire as a survey in which the researcher conceptualizes and operationalizes the variables and questions. The questionnaires were chosen because they are practical way to gather data and allow you to gather information from a large audience. The questionnaires were self-administered to the respondents who were able to read and answer questions without being influenced by the interviewer. The questionnaires were divided into five sections. Section a focused on the demographic characteristics of the respondents, Section B focused on performance standards, Section C performance measurement, Section D was concerned with result dissemination, and Section E focused on employee performance. The questionnaires were closed ended and the response will be obtained on a 5 point Likert scale. Closed ended questions were developed to help respondents make quick decisions; in addition, closed ended questions helped the researcher to code the information easily for

subsequent analysis and narrow down the error gap while analyzing data as observed by (Sekaran, 2003).

### **3.7.2 Interview schedule**

Mugenda and Mugenda (1999), defines an interview guide as a set of topics or questions an interviewer poses to the interviewee. The instrument enabled the researcher to conduct interviews on the basis of what the researcher wanted to know and also giving guidance to generate effective from the respondents. The researcher employed an Interview Schedule which contained open-ended questions asked during face-to-face interviews with key informants. During the interviews, the researcher asked standard questions and nothing more based on (Leedy and Ormrod, 2001).

## **3.8 Validity and Reliability of Research Instruments**

### **3.8.1 Validity**

In scientific research, validity refers to the extent to which the instruments are relevant in measuring what they are supposed to measure (Amin, 2005). The researcher requested the two supervisors to score the content with the questionnaire and the average percentage of the score was used to determine the Content Validity Index (CVI). In cases where the average percentage was found to be above 50%, the content was considered to be valid.

Score from expert1: R=85%, N=7%, IR=5% result= 77%

Score from expert 2: R=85%, N=5%, IR=10% result= 80%



From the two experts the average score was 78 % which made the questionnaire content valid. According to (Sarantakos, 1993) validity is the property of a research instrument that measures its relevance, precision and accuracy. Validity tells the researcher whether an instrument measures what it is supposed to measure and whether this measurement is accurate and precise. It measures the quality of the process of measurement, and one that reflects the essential value of a study, and which is accepted, respected and indeed expected by the researchers and users of research.

### 3.8.2 Reliability

Reliability was established using SPSS Reliability Analysis Scale (Alpha coefficient). This is because of its applicability which fitted a two or more point rating scale. The instruments of the research were based on the Likert type five-point scale. The researcher used Alpha co-efficient because its fitting statistical application on the likert scale used.

**Table 3.2: Reliability of Questionnaire**

Variable	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Performance standards	0.601	0.609	8
Performance measurement	0.604	0.637	9
Result dissemination	0.617	0.654	8
Employees Performance	0.698	0.697	8

**Source:** *Field Data*

The instrument was found to be valid in this study at above 0 .60. The researcher used Alpha co-efficient to establish the degree to which the questions used in a survey elicit the same type of information each time they are used under the same conditions.

### **3.9 Data Management and Analysis**

#### **3.9.1 Quantitative Data Analysis**

After obtaining quantitative data from close-ended questions, it was edited to remove any errors. Data was cleaned and coded according to themes derived from the research objectives. Quantitative data was edited. The process of cleaning the data was done to remove any errors and helped to improve the reliability of the data. Statistical packages of data analysis such as Excel and SPSS were employed to tabulate the raw data and provided comparisons that eased the analysis. The collected data was analyzed using quantitative analysis which majorly involved six major activities namely, data preparation, counting, grouping, and relating, predicting and statistical testing. Data preparation involved all forms of manipulations that were necessary for preparing data for further processing such as coding, categorizing answers to open-ended questions, editing and checking as well as preparation of tables; counting, including the mechanical task of registering the occurrence and frequency of the occurrence of certain responses. Grouping and presentation involved ordering of similar items into groups. Data was then distributed and presented in the form of tables and graphs. Establishing relationships involved cross-tabulation and statistical tests to explain the occurrence, direction and strength of relationships, while predicting - a process of extrapolating trends identified in the study into the future helped the researcher to conduct statistical testing.

#### **3.9.2 Qualitative Data Analysis**

To analyze qualitative data, the researcher identified and transcribed the qualitative findings into themes. The themes were arranged into different categories from which lessons were deduced for

reporting. Such reporting was done manually written in paragraphs. The researcher used content comparisons, logical analysis, and expert judgment. Subjective analysis was also used to enrich the information given with vivid reporting.

This bridged the information gap on issues that the researcher wasn't able to quantify, such as the perception of the interviewees.

### **3.10 Procedure for Data Collection**

A letter of introduction was obtained from the School of Management Science of UMI introducing the researcher to the field. This was followed by appointment of research assistants who together with the researcher went to the field to pre-test the instruments and later collected the data.

### **3.11 Measurement of Variables**

The independent variable Performance Appraisal was measured using the following constructs: Performance standards, Performance measurement and Result dissemination. While the dependent variable Employees Performance was measured using the following parameters; departmental results, level of commitment and rate of employees' absenteeism.

In conclusion, this chapter extensively covers the design used in the study, the population under study clearly shows how the sample was derived and how the data was collected from the respondents. It further highlights how reliability and validity was ensured and the ways in which analysis of the data was done.

## CHAPTER FOUR

### PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

#### 4.1 Introduction

This chapter presents data collected using the questionnaire, and interviews. The corresponding interpretations also follow each presentation. The results of the study are presented according to the study objectives and research questions. The findings in this chapter were also arrived at by analyzing and interpreting the available data using SPSS and Microsoft Excel software. All the responses are presented in terms of frequencies, percentages and correlation matrices which are displayed in tables. The statistical data from the quantitative part of the questionnaire was also supported by the qualitative data of the study from the interviews. The quantitative data was analysed based on a Likert's scale of 1- (Strongly disagree) to 5-(Strongly agree scale rate).

#### 4.2 Response Rate

The total number of respondents who constituted the sample used in this dissertation are summarised in Table 4.1 below.

**Table 4.1: Showing the Response Rate**

Sample	Frequency	Percentage
<b>Lamwo District Local Government Staff</b>		
Response	111	94%
Non-response	8	6%
<b>Total</b>	<b>118</b>	<b>100</b>

**Source:** *Primary Data*

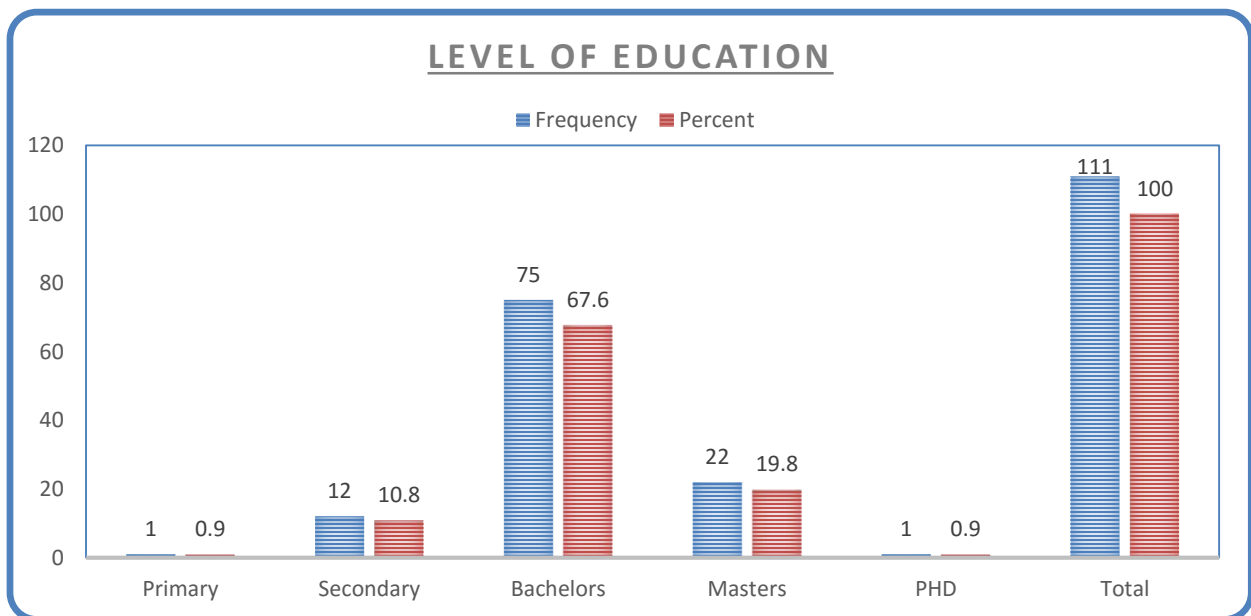
The total of respondents was one hundred eighteen (118) where one hundred eleven (111) questionnaires were returned and all interviews were conducted. The response rate was therefore

ninety four percent (94%) as shown in Table 4.1 above. Anderson (2006) asserts that for a study to score above 80%, it shows that the study was perfectly done meaning that all questions were perfectly understood by all the respondents from the study.

### 4.3 Characteristics of the respondents

The background information of the respondents was considered necessary because the ability of the respondents to give satisfactory information on the study variables may be affected by their background. This information was about the respondents' gender, age, and education level, duration in current employment, department and position held in institution. The purpose of collecting background information about the respondents was to help in establishing the sample characteristics and to be able to form appropriate opinions and recommendations about the research findings.

**Figure 2: Level of Education**

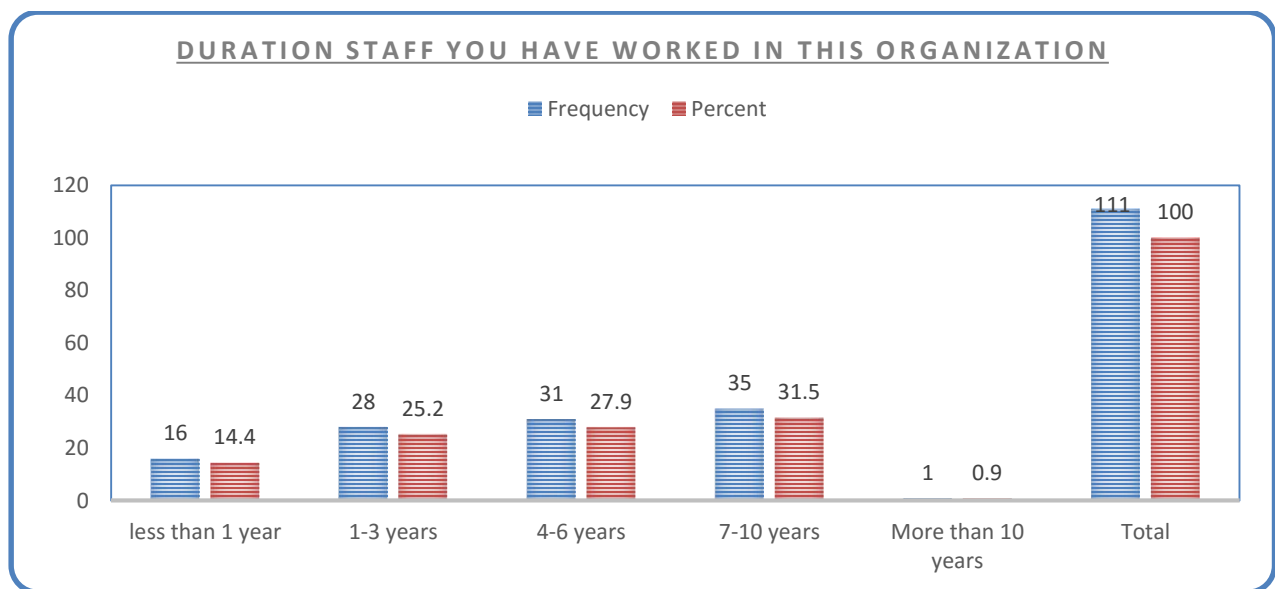


**Source:** Primary Data

The findings in figure above revealed that the majority of the Lamwo District Local Government Staff had attained a bachelor's degree and these accounted for 67.6% of the total sample; 10.8% are

holders of a secondary certificate, 0.9% had obtained Primary and 19.8% had obtained a Masters while 0.9% had obtained PhD. With the above statistics, we can say that Lamwo district staff have the basic qualifications to conduct the organization's operations since over 79% of the respondents have attained the required basic education (from bachelor's degree to PhDs). For the study this indicated that Lamwo District Local Government Staff have the relevant education credentials to run the Local Government operations to the satisfaction of the stakeholders.

**Figure 3: Duration staff you have worked in this organization**

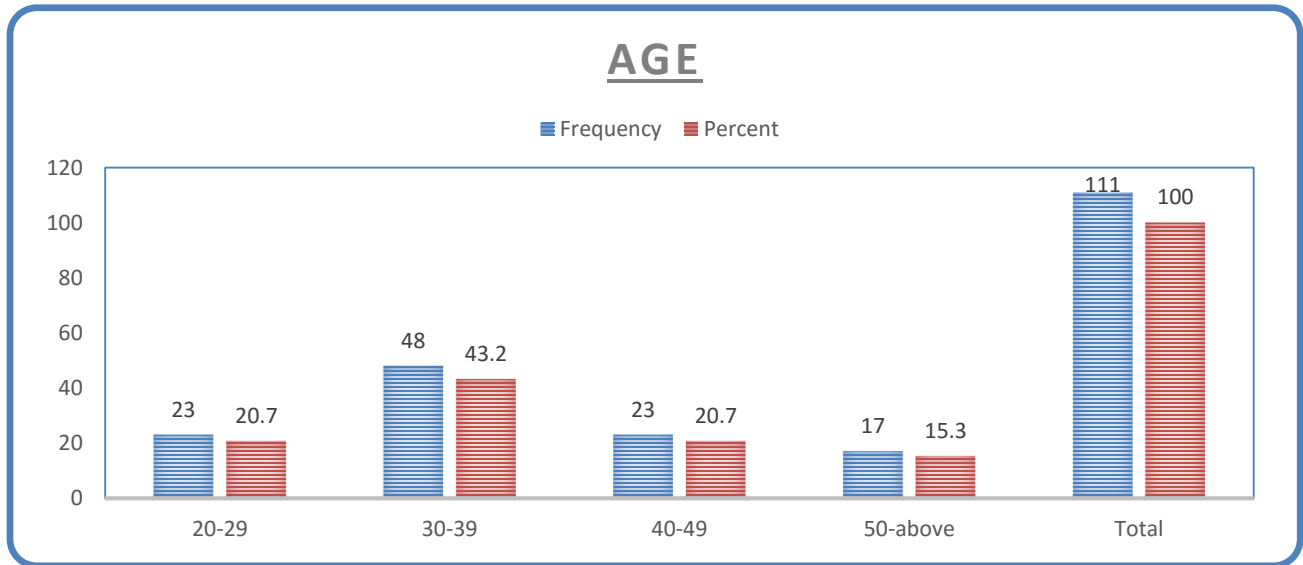


**Source:** Primary Data

The duration respondents had worked in the organization (Figure 3) was chosen as one of the characteristics so as to ascertain the respondents' experience with the Local Government operations. The study results showed that 27.9% of the respondents had worked with Local Government for 4-6 years, 25.2% for 1-3 years, 14.4% for less than 1 year, and 31.5% for 7-9 years and while 0.9% had worked with Local Government for 10 years and above. Overall, most of the respondents (60.3%) had worked for their respective departments for more than 4 years. This informed that the respondents in

the study were experienced and were well informed about the Local Government operation and dealings since majority had been with this institution for over 3 years.

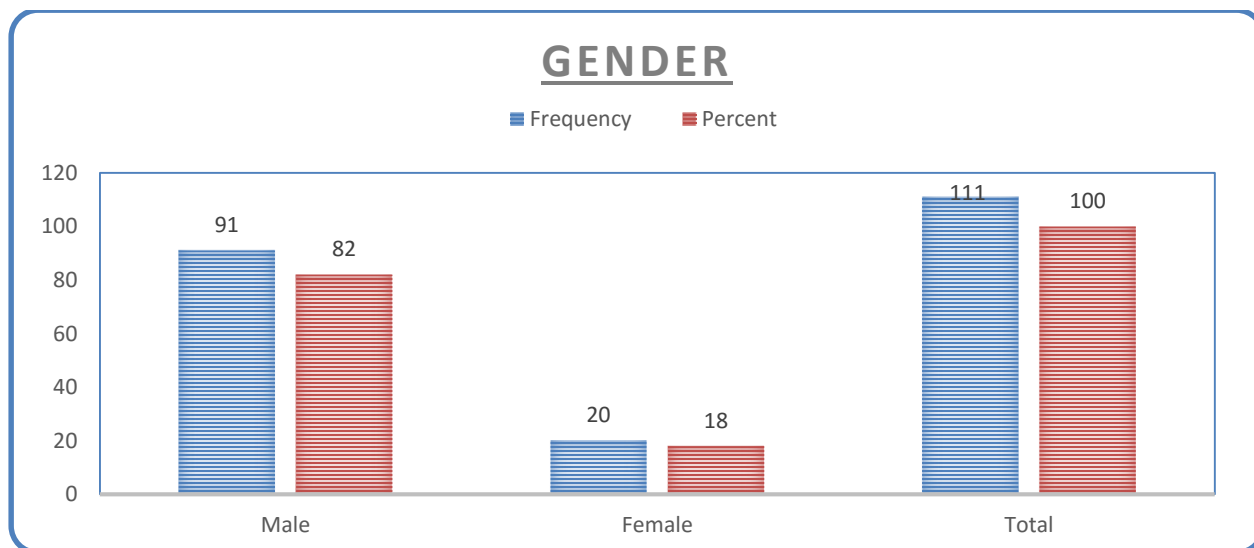
**Figure 4: Age**



**Source:** *Primary Data.*

Figure 4 showed that 20.7% of the staff was between 20-29 years of age while 43.2% of the staff was between the ages of 30-39 years who were majority to our study. This was then followed by 20.7% of the staff between 40-49 years, 50 and above years were 15.3%. This shows that the staff were mature and of age since majority was above 30 years (79.2%) thus they were able to analyze issues relating to the study variables. The respondents adequately responded to the questions put forward and by virtue of their maturity, ability to make better decisions, train/mentor others plus work as part of the team, and their responses were sound enough which enabled the researcher to draw meaningful conclusions.

**Figure 5: GENDER**



**Source:** *Primary Data.*

There were more males (91) and females (20) who agreed to participate in the study. The male cohort was represented 82% and the female cohort was represented by 18%. This informs the researcher about the availability and acceptance to participate in the study undertaken. Thus more males were willing to participate in the study than the females which informs the researcher that females sometimes are hesitant to commit to such undertakings also this could be an indicator that on a whole Lamwo district employees more male than females at large.

In summary; from the above Characteristics of the respondents, Lamwo District Local Government Staff majority had attained a bachelor's degree, majority had worked for 31.5% for 7-9 years, majority of the staff were between the ages of 30-39 years and lastly more males participated at 82% than their



female counterparts at 18%. This provided different understanding of various employee demographic cohorts which clearly informed the researcher about the spread and dispersion amongst Lamwo District Local Government employees.

#### 4.4. Research Question number one

##### 4.4.1 To establish how performance standards affect Employees' Performance in Organizations

The findings of the first objective were gathered from questionnaires from Lamwo District Local Government and below are respondents' views concerning the performance standards on Employees' Performance at Lamwo District Local Government. The variable was measured using 10 items scored on five point Likert scale of 1=strongly disagree, 2= Disagree, 3=Neutral, 4=Agree, 5= strongly agree.

The results from the analysis are displayed in table below.

**Table 4. 2 : Staff views on performance standards**

	N	M	SD	DA	NS	A	SA	Mean	STD
There is a criteria of setting performance standards	110	1				45%(50)	55%(60)	4.55	0.500
The performance standards are clear	110	1	6%(6)	5%(5)	62%(68)	27%(30)	0%	4.11	0.734
The performance standards are specific to my roles	110	1	1%(1)	5%(5)	9%(10)	50%(55)	35%(38)	4.12	0.854
The performance standards fit purpose of my roles	110	1	2%(3)	0%	9%(10)	55%(60)	34%(37)	4.19	0.710
The performance standards empower me to perform	109	2	0%	5%(5)	8%(9)	47%(52)	40%(44)	4.25	0.760
Performance standards espouse working hard	110	1	0%	4%(5)	13%(14)	55%(60)	28%(31)	4.06	0.770
The Performance standards are central on my roles	109	2	2%(2)	7%(8)	32%(35)	49%(54)	10%(11)	3.61	0.805

Performance standards are my strength and weaknesses on my job	110	1	4%(4)	10%(11)	17%(19)	41%(45)	28%(31)	3.80	1.073
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***Source: Field Primary Data***

***Key: SD= strongly disagree, D=Disagree, NS = Not sure, A= Agree, SA=strongly agree, STD-Standard deviation, M-Missing***

From the table 4.2 above, the respondents were asked whether there is a criteria of setting performance standards. The results from the study revealed that, of the total respondents, 55% strongly agreed, while 45% agreed, 0% were neutral, while none was non affirmative. This implies that the all the respondents were in agreement as shown by the statistics, with a mean of 4.55 and STD of 0.500. The above statistics could imply that with 100% in agreement in comparison to no disagreement that Local Government has set standards which are critical in employee performance. This a key indicator in regards to employee performance and calls for a need to be sustained in respect to the much needed performance.

The findings are supported by interview results where one interviewee said;

*“This is an area the Local government has done very well we have a performance criteria which clearly known to all staff an example we do quarterly evaluations and we have the much revered Public accounts committee for all Ministries and we are not exceptional” (Key informant D, 8<sup>th</sup> May, 2017)*

The above findings show that Lamwo District Local Government needs to uphold the criteria of setting performance standards for staff which is well understood and appreciated by the staff at the district centre as a key indicator in performance enhancement.

In order to find out whether, the performance standards are clear; respondents were asked to state the extent to which they agreed with the above. Of the total respondents, 0% strongly agreed, while 27%

agreed, 62% were neutral, while 5% disagreed and 5% strongly disagreed. This implies that the majority, 62% of the respondents were neutral, with a mean of 4.11 and STD of 0.734. From the statistics above with 62% neutral this is an indication of checking this aspect by the Lamwo District Local Government in comparison to the 6% who were in disagreement. From the findings above this shows a clear signal that performance standards need to be clearly reviewed. This drives an opportunity to the district management and other stakeholders to critically look at this aspect.

From the findings of the study the respondents were asked whether the performance standards are specific to their roles. Of the total respondents, 35% strongly agreed, while 50% agreed, 9% were neutral, while 5% disagreed and 1% strongly disagreed. This implies that the majority, 85% of the respondents were in approval with a mean of 4.12 and STD of 0.854 from the statistics above, the 15% could imply that, not clear with performance standards set to their roles which clearly is an indication that some work needs to be done to avert this percentage point by the Lamwo District Local Government to enhance Employees Performance.

In a bid to understand whether performance standards fit purpose of employee roles. The results from the study revealed that, of the total respondents, 34% strongly agreed, while 55% agreed, 9% were neutral, while 0% disagreed and 2% strongly disagreed. This implies that the majority, 89% of the respondents were in accord as shown by the statistics, with a mean of 4.19 and STD of 0.710. The different statistics could imply the existing standards fit majority of staff roles while the 2% could mean that some fraction of employee were still not comfortable with their supervisors as far as performance standards are concerned. The above findings mean supervisors need much more attention in setting performance standards in Lamwo District Local Government that have to fit purpose employee roles as they enhance employee performance.

The above findings were in agreement with one interviewee who said;

*“It is true we have set performance standards which include; accounting of the tools of trade used like fuel and time. This enable employees to avoid wastage at the same time being accountable on job” (Key Informant E, 28th August 2017)*

In determining whether the performance standards empower employee to perform, the study revealed that; of the total respondents, 40% strongly agreed, while 47% agreed, and 8% were neutral, while 5% disagreed and 0% strongly disagreed. This implies that the majority, 87% of the respondents were in agreement with a mean of 4.25 and STD of 0.760. From the findings above this shows performance standards are key aspect to performance at Lamwo District Local Government.

The findings are supported by interview results where one interviewee said;

*“Ideally I do relate with performance standards in regards to my performance the better they are well stated and clearer the more motivation we as staff get and vice versa” (Key informant E, 9<sup>th</sup> June, 2017)*

The above findings show that stakeholders have to take this indication with keenness in totality as it resonates well with staff empowerment thus leading to enhanced performance in there different working roles and responsibilities.

In order to find out whether, Performance standards espouse working hard; respondents were asked to state the extent to which they agreed with the above. Of the total respondents, 28% strongly agreed, while 55% agreed, 13% were neutral, while 4% disagreed and 0% strongly disagreed. This implies that the majority, 83% of the respondents were in approval, with a mean of 4.06 and STD of 0.770. From the statistics above with 83% in agreement this is a positive signal to Lamwo District Local Government in comparison to the 5% who were in disagreement. From the findings above this shows

that to deliver on the Employees Performance standards have to be upheld by the different Lamwo District Local Government stakeholders.

In a bid to find out whether Performance standards are central on employee roles, of the total respondents, 10% strongly agreed, while 49% agreed, 32% were neutral, while 7% disagreed and 2% strongly disagreed. This is a key indication with majority as 59% of the respondents were in approval with a mean of 3.61 and STD of 0.805 from the statistics above, the 9% could imply these employees need to critically understand their roles through the district human resource. This shows that Performance standards are key indicators which have to be upheld by the different Lamwo District Local Government stakeholders.

The respondents were asked whether performance standards draw their strength and weaknesses on their job results from the study revealed that, of the total respondents, 28% strongly agreed, while 41% agreed, 17% were neutral, while 10% disagreed and 4% strongly disagreed. This could imply that the majority, 65% of the respondents were in agreement as shown by the statistics, with a mean of 3.61 and STD of 0.805 the different statistics implied that this is a key indicator to consider in employee performance as it assists staff to work hard on their job.

The findings are supported by interview results where one interviewee said;

*“Ideally I do opine with the statement performance standards are key in employees strength and weaknesses these are key as they with the set standards all employees work and in areas of weakness there is room to consult or seek training in that field of interest ” (Key informant E, 9<sup>th</sup> May, 2017)*

The above findings show that District local government has a good yardstick in drawing effort from its employees.

### The relationship between Performance standards and Employees Performance;

The researcher proceeded to statistically establish whether Performance standards significantly affect Employees Performance. This was guided by the following hypothesis:

Hypothesis: *The Performance standards significantly affect Employees Performance*

#### 4.4.2.2 Correlation Analysis

The hypothesis was preliminarily tested at a 95% level of significance (two-tailed) using Pearson's product-moment correlation coefficient, which measured the degree and direction of relationship between Performance standards and Employees Performance. The results are presented in the table below.

**Table 4.3:** Correlation matrix for Performance standards and Employees Performance

		Correlations	
		Performance standards	Employee performance
Performance standards	Pearson Correlation	1	.411**
	Sig. (2-tailed)		.000
	N	110	110
Employee performance	Pearson Correlation	.411**	1
	Sig. (2-tailed)	.000	
	N	110	110

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 4.3 shows that there is a moderate positive relationship between Performance standards and Employees Performance, ( $r=0.411$   $p=0.000$   $n=110$ ). The relationship is statistically significant at 95% confidence level since p-value (Sig.) is less than 0.050 ( $=0.000$ ). The results imply that improved

performance standards lead to improved employee performance. Similarly decline in Performance standards leads to decline in employee performance.

The above research findings from correlation analysis have established that Performance standards have a moderate positive statistically significant relationship with employee performance. Therefore the hypothesis that was stated that “*The Performance standards significantly affect Employees Performance*” was accepted.

#### 4.5.2.2 Regression Analysis

Regression analysis was used to establish the extent to which Performance standards affects employee performance. The coefficient of determination (R Square) was used and the results are presented in the table below.

**Table 4.4:** Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.411 <sup>a</sup>	.169	.161	.42861

a. Predictors: (Constant), performance standards

Table 4.4 shows that the coefficient of determination (Adjusted R Square) is 0.161. This implies that Performance standards accounts for 16.1% of the variance in employee performance. There are therefore other factors outside Performance standards that contribute to the greater percentage of employee performance. To assess the overall significance of the model, Analysis of Variance (ANOVA) was generated and the results are presented in the table below.

**Table 4.5:** Analysis of Variables (ANOVA)

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.959	1	3.959	21.549	.000 <sup>a</sup>
	Residual	19.473	106	.184		
	Total	23.432	107			

a. Predictors: (Constant), performance standards

b. Dependent Variable: employee performance

In determining whether a regression model is significant, the decision rule is that the calculated p-value (level of significance) must be less than or equal to 0.05. Since the calculated p-value of 0.002 is less than 0.05, the regression model was found to be statistically significant (F=21.549, df = 1, p<0.05 (=0.000)). This means that performance standards have a significant effect on employee performance. Therefore improved performance standards shall have a significant positive effect in employee performance. These quantitative findings are in line with a key informant when he responded to the question of whether performance standards affect employee performance. He said;

*“Performance standards definitely affect employee performance because no Human resource process can be done at the district regarding employees unless such is enhancing employee performance. Therefore if the performance standards have defects, employee performance will equally have issues”*

Research findings from correlation analysis established that performance standards have a moderate positive statistically significant relationship with employee performance. Findings from regression



analysis further affirmed that performance standards have a significant positive effect on employee performance.

#### 4.5 To determine the effect of the performance measurement on Employees' Performance in Organizations

The second objective of the study was to determine the effect of the performance measurement on Employees' Performance in Organizations. The findings of this objective were gathered from questionnaires and interviews from Lamwo District Local Government staff. The effect of the performance measurement was measured using 9 items scored on five point Likert scale of 1=strongly disagree, 2= Disagree, 3=Neutral, 4=Agree, 5= strongly agree. The results are displayed in Table 4.8 below.

**Table 4.6: Lamwo District Local Government Staff views on performance measurement**

	N	M	SDA	DA	NS	A	SA	Mean	STD
Performance measurement uses standard techniques	110	1	0%	3%(2)	5%(6)	56%(62)	36%(40)	4.27	0.648
Performance measurement is done with clarity	110	1	2%(2)	12%(13)	15%(17)	51%(56)	20%(22)	3.75	0.969
Performance measurement is done confidentially to me	110	1	8%(9)	16%(18)	13%(14)	39%(43)	24%(26)	3.54	1.246
Performance measurement is unbiased to me as an individual	110	1	3%(3)	15%(16)	16%(18)	45%(50)	21%(23)	3.67	1.05
Performance measurement espouses working hard	110	1	0%	5%(6)	15%(16)	51%(56)	29%(32)	4.04	0.812
Performance measurement delivers a true picture to my performance	110	1	0%	7%(7)	6%(6)	59%(65)	28%(31)	4.09	0.773
Performance measurement offers value to work	110	1	0%	4%(4)	12%(13)	48%(53)	36%(40)	4.17	0.776
Performance measurement is a useful exercise to me	110	1	1%(1)	0%	5%(5)	55%(60)	40%(44)	4.33	0.651

Performance measurement reveals causes and effect of poor performance	110	1	1%(1)	8%(9)	11%(12)	45%(49)	35%(39)	4.05	0.937
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***Source: Field Primary Data***

***Key: SD= strongly disagree, D=Disagree, NS = Not sure, A= Agree, SA=strongly agree, STD-Standard deviation, M-Missing***

From table above, the respondents were asked in order to find out whether, Performance measurement uses standard techniques; respondents were asked to state the extent to which they agreed with the above. Of the total respondents, 36% strongly agreed, while 56% agreed, 5% were neutral, while 2% disagreed and 0% strongly disagreed. This implies that the 93% of the respondents were in approval, 2% disagreed with a mean of 4.27 and STD of 0.648. From the statistics above with 93% in agreement this is an aspect to be uphold by the Lamwo District Local Government.” in comparison to the 2% who were in disagreement this could be because they are not aware of the techniques in their appraisal. From the findings above this shows that to deliver on the employee performance this is a critical indicator to be considered and Lamwo district local government should uphold or even improve further on this technique.

In order to understand whether Performance measurement is done with clarity, the respondents were asked to state the extent of how they agreed with the above. Of the total respondents, 20% strongly agreed, while 51% agreed, 15% were neutral, while 12% disagreed and 2% strongly disagreed. This implies that 71% of the respondents were in approval while 14% disagreed and 15% had a neutral opinion with a mean of 3.75 and STD of 0.969 from the statistics above, this shows that this is a key signal to Lamwo District Local Government that clarity during performance is not well appreciated.

This further confirms the existence of the 2% who disagreed previously much as the majority are clear about the measurement the 39% who are not understanding the technique is a great number to be ignored.

The respondents were asked whether Performance measurement is done confidentially to them. The results from the study revealed that, of the total respondents, 24% strongly agreed, while 39% agreed, 13% were neutral, while 16% disagreed and 8% strongly disagreed. This implies that the majority, 63% of the respondents were in agreement as shown by the statistics, with a mean of 3.54 and STD of 1.246. The different statistics implied that much as the majority of 63% are positive about the confidentiality of their performance a greater number of 37% are dissatisfied. This sends a signal to management of Lamwo local government that something needs to be done.

In determining whether Performance measurement is unbiased to me as an individual, the study revealed that; of the total respondents, 21% strongly agreed, while 45% agreed, and 16% were neutral, while 15% disagreed and 3% strongly disagreed. This implies that the majority, 66% of the respondents were in agreement as shown with the statistics, 18% disagreed with a mean of 3.67 and STD of 1.05. From the findings above this shows impartiality in performance measurement is a key indicator to enhance employee performance.

The findings are supported by interview results where one interviewee said;

*“Performance measurement done at 3 levels so all the levels might not be biased to an individual which a plus to employee performance measures applied and a good indicator of achieving objectivity to staff at our district offices” (Key informant E, 9<sup>th</sup> July, 2017)*

The above findings show that Lamwo District Local Government provide a clear indication that with unbiased performance measurement employee performance is greatly enhanced and this aspect need

to be upheld in totality though some levels of improvement is needed for the case of the minority to improve and have clear unbiased measures.

In order to find out whether, Performance measurement espouses working hard; respondents were asked to state the extent to which they agreed with the above. Of the total respondents, 29% strongly agreed, while 51% agreed, 15% were neutral, while 5% disagreed and 0% strongly disagreed. This implies that the majority, 80% of the respondents were in approval, with a mean of 4.04 and STD of 0.812. From the statistics above with 80% in agreement this is a signal to Lamwo District Local Government to uphold this attribute in comparison to the 5% who were in disagreement. From the findings above this shows that to deliver on the employee performance, measurement needs to be taken with utmost importance as it espouses employees to work hard.

The respondents were asked whether Performance measurement delivers a true picture to their performance. The results from the study revealed that, of the total respondents, 28% strongly agreed, while 59% agreed, 6% were neutral, while 6% disagreed and 0% strongly disagreed. This implies that the majority, 87% of the respondents were in accord as shown by the statistics, with a mean of 4.09 and STD of 0.773. The different statistics implied that this is a key aspect to be upheld by the Lamwo District Local Government as they strive to improve better in order to cater for the 6% who are not yet satisfied.

In order to find out whether, Performance measurement offers value to work; respondents were asked to state the extent to which they agreed with the above. Of the total respondents, 36% strongly agreed, while 48% agreed, 12% were neutral, while 4% disagreed and 0% strongly disagreed. This implies that 85% of the respondents were in approval, 4% disagreed and 12% had a Neutral opinion with a mean of 4.17 and STD of 0.776. From the statistics above with 85% in agreement this is a key aspect

which should be upheld by the Lamwo District Local Government in comparison to the 4% who were in disagreement. From the findings above this shows that to deliver on employee Performance, performance measurement needs to be accorded the respect it deserves as it embodies value to employees as they strive to improve better in order to cater for the 4% who are not yet satisfied.

The findings are supported by interview results where one interviewee said;

*“In reality when an employee’s performance is measured and he or she is accorded value according to his/her contribution this is a positive to the employee and it draws had work from the employee to improve his effort in areas of poor performance. (Key informant F, 10<sup>th</sup> May, 2017)*

This is a critical indicator for the local government to be upheld as it is critical in enhancing employee performance.

The respondents were asked whether Performance measurement is a useful exercise to them. The results from the study revealed that, of the total respondents, 40% strongly agreed, while 55% agreed, 5% were neutral, while 0% disagreed and 0% strongly disagreed. This implies that 95% of the respondents were in conformity as shown by the statistics, 5% disagreed and 0% had a neutral opinion with a mean of 4.33 and STD of 0.651. The different statistics implied that performance measurement is a critical indicator to enhancing of employee performance at Lamwo District Local Government and the 5% communicates that some **employees perceive** Performance measurement not as useful exercise to them thus this needs to be addressed by the Lamwo local government **as they strive to improve better in order to cater for the 5% who are not yet satisfied.**

In determining whether Performance measurement reveals causes and effect of poor performance, the study revealed that; of the total respondents, 35% strongly agreed, while 45% agreed, 11% were

neutral, while 8% disagreed and 1% strongly disagreed. This implies that the majority, 80% of the respondents were in agreement as shown with the statistics, with a mean of 4.05 and STD of 0.935. From the findings above this shows a key attribute which needs to be addressed by the Lamwo District Local Government to enhance employee performance auxiliary to that the 9% should not be ignored as for them they view Performance measurement not to reveal the causes and effect of poor performance **these employees' concern needs to be addressed by the Lamwo local government as they strive to improve better in order to cater for the 9% who are not yet satisfied.**

The findings are supported by interview results where one interviewee said;

*“Ideally I do believe this contributes to finding what causes poor performance in work operations and it is a true reflection of each employee delivery to the institution and it's a key metric I would advocate for in nay organisation (Key informant E, 10<sup>th</sup> May, 2017)*

The above findings show that Lamwo District Local Government has to critically make a determination on this aspect in totality.

#### **4.4.3.1 The effect of the performance measurement on Employees' Performance**

The researcher proceeded to statistically examine whether performance measurement has a significant effect on Employees' Performance. This was guided by the following hypothesis:

**Hypothesis:** *Performance measurement significantly affects Employees Performance*

#### **4.4.3.2 Correlation Analysis**

The hypothesis was preliminarily tested at a 95% level of significance (two-tailed) using Pearson's product-moment correlation coefficient, which measured the degree and direction of relationship between Performance measurement and Employees' Performance and the results are presented in the table below.

**Table 4.7: Correlation between Performance measurement and Employees' Performance**

		Performance Measures	Employee Performance
Performance Measures	Pearson Correlation	1	.472**
	Sig. (2-tailed)		.000
	N	110	110
Employee Performance	Pearson Correlation	.472**	1
	Sig. (2-tailed)	.000	
	N	110	110

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 4.7 shows that there is a moderate positive relationship between Performance measurement and Employees' Performance, ( $r=0.472$   $p=0.000$   $N=110$ ). The relationship is statistically significant at 95% confidence level since p-value (Sig.) is less than 0.050 ( $=0.000$ ). The results imply that improved Performance measurement lead to improved employee performance. Similarly decline in Performance measurement leads to decline in employee performance.

#### 4.5.2.2 Regression Analysis

Regression analysis was used to establish the extent to which Performance measurement affects employee performance. The coefficient of determination (R Square) was used and the results are presented in the table below.

**Table 4.8: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.472 <sup>a</sup>	.223	.215	.41621

a. Predictors: (Constant), performance measures

Table 4.8 shows that the coefficient of determination (Adjusted R Square) is 0.223. This implies that supplier selection accounts for 22.3% of the variance in employee performance. There are therefore other factors outside performance measures that contribute to the greater percentage of employee performance.

To assess the overall significance of the model, Analysis of Variance (ANOVA) was generated and the results are presented in the table below.

**Table 4.9** :Analysis of Variables (ANOVA)

ANOVA <sup>b</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.359	1	5.359	30.935	.000 <sup>a</sup>
	Residual	18.709	108	.173		
	Total	24.068	109			

- a. Predictors: (Constant), performance measures
- b. Dependent Variable: employee performance

In determining whether a regression model is significant, the decision rule is that the calculated p-value (level of significance) must be less than or equal to 0.05. Since the calculated p-value of 0.000 is less than 0.05, the regression model was found to be statistically significant (F=30.935, df = 1, p<0.05 (=0.000)). This means that performance measures have a significant effect on employee performance. Therefore improved performance measures shall have a significant positive effect in employee performance. These quantitative findings are in line with a key informant when he responded to the question of whether performance measures affect employee performance. He said;

*“Performance measures will in one way or another affect employee performance because when an incompetent worker is recruited then employee performance will be negatively affected. That is what in many cases the district wants to offer contracts to poor employees who have a no proven work record”.*



Research findings from correlation analysis established that performance measures have a moderate positive statistically significant relationship with employee performance. Findings from regression analysis further affirmed that performance measures have a significant positive effect on employee performance. Therefore the hypothesis that was stated that “*Performance measurement significantly affects Employees Performance*” was accepted.

#### **4.5 To establish the effect of result dissemination on Employees’ Performance in Organizations**

The third objective of the study was to establish the effect of result dissemination on Employees’ Performance in Organizations .The findings of this objective were gathered from questionnaires and interviews from Lamwo District Local Government. Staff. The effect of reward management on organizational performance was measured using 7 items scored on five point Likert scale of 1=strongly disagree, 2= Disagree, 3=Neutral, 4=Agree, 5= strongly agree. The results are displayed in Table 4.10 below.

**Table 4.10 : Lamwo District Local Government Staff views on Result dissemination**

	N	M	SDA	DA	N	A	SA	Mean	STD
Feedback concerning me is done confidentially	110	1	5%(6)	13%(14)	9%(10)	50%(55)	23%(25)	3.76	1.108
Feedback on my results is given to me clearly	110	1	5%(5)	13%(15)	19%(21)	43%(47)	20%(22)	3.65	1.089
Feedback on my results is key to my performance	110	1	0%	4%(4)	4%(4)	65%(72)	27%(30)	4.16	0.657
Feedback espouse my working hard	110	1	0%	7%(6)	18%(20)	54%(52)	22%(24)	3.91	0.808
Feedback by my supervisor is done efficiently	110	1	4%(4)	8%(9)	24%(26)	48%(53)	16%(18)	3.65	0.971
Feedback helps me to understand my expectations	110	1	0%	5%(5)	10%(11)	59%(65)	26%(29)	4.07	0.738

**Source: Field Primary Data**

**Key: SD= strongly disagree, D=Disagree, NS = Not sure, A= Agree, SA=strongly agree, STD-Standard deviation, M-Missing**

From the table above the respondents were asked whether Feedback concerning them is done confidentially; of the total respondents 23% strongly agreed, while 50% agreed, 9% were neutral, while 13% disagreed and 5% strongly disagreed. This implies that the majority, 73% of the respondents were in support that Feedback concerning them is done confidentially to employees from the statistics above this implies that a positive aspect in comparison to the 18% who answered in negative with this aspect of the study. The 9% who were neutral and 18% who are satisfied communicates a need to improve in the performance management technique and the 9% could just have feared to expose their supervisors. Thus from the findings above it provides a key indication of how confidential feedback is important at Lamwo District Local Government.

In a bid to understand whether Feedback on employee results is given to them clearly the study revealed that; of the total respondents, 20% strongly agreed, while 43% agreed, 19% were neutral, while 14% disagreed and 5% strongly disagreed. This analysis could imply that to a greater extent majority 63% of the respondents appreciate the clarity of feedback on their results while 18% disagreed and while 19% were neutral. From the statistics above this could imply that employees appreciate clarity of feedback on their results and this aspect needs to be considered by Lamwo District Local Government.

The findings are supported by interview results where one interviewee said;

*“In reality when an employee is offered clear feedback he or she has to find out ways to improve areas of poor performance which is something which has upheld and sought after by all junior management staff from their senior managers. (Key informant F, 10<sup>th</sup> May, 2017)*

This is a critical indicator for the local government to be upheld as it is critical in enhancing employee performance.

In an effort to understand whether Feedback on employee results is key to their performance; of the total respondents 27% strongly agreed, while 65% agreed, 4% were neutral, while 4% disagreed and 0% strongly disagreed. This implies that the majority, 93% of the respondents were in approval that Feedback on employee results is key to their performance while 4% disagreed and 4% said they were neutral. This analysis implies that majority of the respondents appreciate that Feedback on their results which is key to performance so feedback should be upheld by Lamwo District Local Government. The respondents who disagreed could mean they do not want feedback especially those who know they are poor performers.

The respondents were asked whether Feedback espouse employee working hard. The results from the study revealed that, of the total respondents, 22% strongly agreed, while 54% agreed, 18% were

neutral, while 6% disagreed and 0% strongly disagreed. This implies that the majority, 75% of the respondents were in agreement as shown by the statistics. From these statistics the 75% implies that Feedback espouses employee working hard which is key to espouse working hard and needs to be upheld by the Lamwo District Local Government.

In a bid to examine whether Feedback by employee supervisor is done efficiently. Of the total respondents 16% strongly agreed, while 48% agreed, 24% were neutral, while 8% disagreed and 4% strongly disagreed. This implies that majority of the respondents stated that Feedback by my supervisor is done efficiently. This is a key aspect in espousing employee performance and needs to be under consideration by the Lamwo District Local Government.

The findings are supported by interview results where one interviewee said;

*“Thus is critical to all employees because if there is no efficiently in dissemination of feedback we will affect delivery of output and in the end our objectives will not be met. This is something which is done and has to be held with utmost importance (Key informant F, 10<sup>th</sup>May, 2017)*

This is a critical indicator for the local government to be upheld as it is critical in enhancing employee performance.

Respondents were asked whether Feedback helps me to understand my expectations. Of the total respondents 39% strongly agreed, while 54% agreed, 3% were neutral, while 5% disagreed and 0% strongly disagreed. This implies that Feedback helps staff understand their expectations thus a key aspect in employee performance to be noted by the Lamwo District Local Government. This is a signal to all supervisors that feedback is very key in performance improvement.

#### **4.4.3.1 The effect of result dissemination and Employees’ Performance**

The researcher proceeded to statistically examine whether result dissemination has a significant effect on employee performance. This was guided by the following hypothesis:

**Hypothesis:** *Result dissemination significantly affects Employees Performance.*

#### 4.4.3.2 Correlation Analysis

The hypothesis was preliminarily tested at a 95% level of significance (two-tailed) using Pearson’s product-moment correlation coefficient, which measured the degree and direction of relationship between Result dissemination and employee performance and the results are presented in the table below.

**Table 4.11: Correlation between Result dissemination and employee performance**

		<b>Correlations</b>	
		Result dissemination	Employee performance
Result dissemination	Pearson Correlation	1	.460**
	Sig. (2-tailed)		.000
	N	110	110
Employee performance	Pearson Correlation	.460**	1
	Sig. (2-tailed)	.000	
	N	110	110

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 4.11 shows that there is a moderate positive relationship between Result dissemination and employee performance, ( $r=0.460$   $p=0.000$   $N=110$ ). The relationship is statistically significant at 95% confidence level since p-value (Sig.) is less than 0.050 ( $=0.000$ ). The results imply that improved Result dissemination lead to improved employee performance. Similarly decline in Result dissemination leads to decline in employee performance.

#### 4.5.2.2 Regression Analysis

Regression analysis was used to establish the extent to which Result dissemination affects employee performance. The coefficient of determination (R Square) was used and the results are presented in the table below.

**Table 4.12: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.460 <sup>a</sup>	.212	.204	.41913

a. Predictors: (Constant), Result dissemination

Table 4.12 shows that the coefficient of determination (Adjusted R Square) is 0.212. This implies that Result dissemination accounts for 21.2% of the variance in employee performance. There are therefore other factors outside Result dissemination that contribute to the greater percentage of employee performance. To assess the overall significance of the model, Analysis of Variance (ANOVA) was generated and the results are presented in the table below.

**Table 4.13: Analysis of Variables (ANOVA)**

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.096	1	5.096	29.008	.000 <sup>a</sup>
	Residual	18.972	108	.176		
	Total	24.068	109			

a. Predictors: (Constant), Result dissemination

b. Dependent Variable: employee performance

In determining whether a regression model is significant, the decision rule is that the calculated p-value (level of significance) must be less than or equal to 0.05. Since the calculated p-value of 0.000 is less than 0.05, the regression model was found to be statistically significant (F=29.008, df = 1, p<0.05 (=0.000)). This means that Result dissemination has a significant effect on employee

performance. Therefore improved Result dissemination shall have a significant positive effect in employee performance. These quantitative findings are in line with a key informant when he responded to the question of whether supplier selection affects procurement performance. He said;

*“Result dissemination will in one way affect employee performance if it’s done poorly there are negative consequences and vice versa”.*

Research findings from correlation analysis established that Result dissemination has a moderate positive statistically significant relationship with employee performance. Findings from regression analysis further affirmed that Result dissemination has a significant positive effect on employee performance. Therefore the hypothesis that was stated that *“Result dissemination significantly affects Employees Performance”* was accepted.

## **CHAPTER FIVE**

### **SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter presents the summary, discussions, conclusions and recommendations got from the research findings guided by the research general objective and specific objectives. The specific objectives were as follows: to establish how performance standards affect employees' performance in organizations, to determine the effect of the performance measurement on employees' performance in organizations and to establish the effect of result dissemination on employees' performance in organizations .

#### **5.1 Summary of the findings**

The purpose of the study was to investigate the effect of performance appraisal on employees' performance in organizations using a case study of Lamwo District Local Government. There were three independent variables, namely; Performance standards, Performance measurement and Result dissemination, while employee performance was the dependent variable. Data was analyzed by use of frequencies (both absolute values and percentages), means and standard deviations to describe and summarize the findings, and Pearson's product moment correlation coefficient and regression analysis to test the hypotheses and findings from the study indicated that;



### **5.1.1 The effect of performance standards on employee performance;**

Findings from descriptive statistics indicated that on average the respondents agreed there is a criteria of setting performance standards, to a great extent the performance standards are clear, the performance standards are specific to employee roles, the performance standards fit purpose of employee roles, and the performance standards empower employees. However, it was also revealed that some issues need to improve like the performance standards to espouse working hard and the performance standards to be employee eccentric. Further findings indicated that there was a moderate statistically significant positive relationship between performance standards and employee performance.

### **5.1.2 The effect of performance measurement on employee performance;**

Findings from the study descriptive statistics indicated that on average the respondents agreed to the statements which used to measure performance measurement which need to be upheld; performance measurement is a useful exercise to employees, performance measurement uses standard techniques ,performance measurement offers value to work to employees, performance measurement delivers a true picture to employees, performance measurement reveals causes and effect of poor performance and performance measurement espouses working hard. However, the study findings also revealed that some issues need to be worked on like; performance measurement to done tactfully, performance measurement to be unbiased to employees and performance measurement to be confidential to employees. Further findings indicated that there was a moderate statistically significant positive relationship between performance measurement and employee performance.

### **5.1.3 The effect of result dissemination on employee performance;**

The study findings indicated that on average the respondents agreed to the statements used to measure to measure result dissemination as Result dissemination is key in enhancing performance, Result dissemination is a key aspect in employee performance and Result dissemination is key to employee performance. However, the study findings also revealed that some issues need to improve like; Result dissemination to espouse working hard, Result dissemination to done confidentially to employees ,Result dissemination to be done tactfully and Result dissemination to be done efficiently.

Further findings indicated that there was a moderate statistically significant positive relationship between result dissemination and employee performance.

### **5.2.0 Discussion of the findings**

In this section the researcher discusses the findings of the study according to the study objectives

#### **5.2.1 The effect of performance standards on employee performance;**

Under objective one, the study findings revealed that performance standards have a statistically significant relationship with employee performance. According to Anderson (2002:80) he agrees that performance appraisal have the equal probability of having a bad impact on the organization as well as on employee performance. Further Fletcher and Bailey (2003:397), he approves that managers are perfectly capable of forming judgments of employee performance that are accurate if their rating is accurate and not a reflection of a deliberate conscious process of distortion used to serve the rater's agenda and not unconscious bias or error". According to Atkins and Wood (2002:879), it is asserted that negative information is less likely to be conveyed than positive information. Hunt (2005:268), further correlates with the findings and says that in performance appraisal policy, managers should use ratings to achieve goals that enhance accurate employee performance ratings and should motivate an employee without fear of conflicting with poor performing employees.

### **5.1.2 The effect of Performance measurement and Employees Performance**

In regards to objective two, the study findings revealed that Performance measurement have a statistically significant relationship with employee performance. The findings were in agreement with Cook and Crossman (2004:517), who posits that Performance measurement might be a problem if rating inflation appears to be related to the personality of the rater. In situations where poor supervisor ratings are likely to result in conflict, managers high on the personality dimension agreeableness inflate their ratings much more than those who describe as low on the dimension. He further noted that those managers with high scores on agreeableness rating appear to be particularly keen to avoid conflict situations. Therefore, they tend to inflate their ratings more when they know they will have to continue working with the employee in the future and they are aware that the employee sees his/her as a good performer. Bond and Fox (2007:5) posits that measuring employee performance is the basis of performance appraisal policy and performance management. Accurate and efficient performance measurement not only forms the basis of an accurate performance review but also gives way to judging and measuring employee potential.

### **5.2.2 Result dissemination and Employees Performance**

Findings from study revealed that Result dissemination significantly affects Employees Performance. According to Freeman (2002:9), employees often find themselves in situations where they must change direction frequently. Therefore, the employee seeks constant feedback to determine whether the direction they are working is what is expected by the organization. Rechter (2010:239) contends that the performance feedback for employees must be frequent, accurate, specific and timely. Levinson (2005:427) highlights that it is becoming increasingly popular for organizations to ask employees to evaluate the performance of their colleagues and it is especially true with the increased focus on the use of teams in the workplace. Wade and Ricardo (2001:319) is in agreement with the study findings

and highlights that a new approach focuses on coaching and feedback. In such a policy is set up where by the manager and the employee agree upon goals and these goals should be flexible to reflect changing conditions in the economy and workplace and employees should think of their managers as coaches who are there to help them achieve success through accurate and comprehensive feedback.

### **5.3 Conclusions**

The conclusions are presented objective by objective on findings of each of the independent variables.

#### **5.3.1 How performance standards affect Employees' Performance in Organizations**

The findings revealed that there was a moderate a moderate statistically significant positive relationship between policies and procedures and financial performance. The study further established some key lessons which included; let the performance standards be clear, let the performance standards be specific to employee roles, let the performance standards be fit for the purpose of employee roles, and let the performance standards empower employees.

#### **5.3.2 The effect of the performance measurement on Employees' Performance in Organizations**

The findings revealed that there was a moderate statistically significant positive relationship between performance measurement and employee performance. The study findings further established some key lessons which included; let Performance measurement be a useful exercise to employees, let the Performance measurement uses standard techniques, let the Performance measurement offer value to work to employees, let the Performance measurement deliver a true picture to employees, let the Performance measurement reveals causes and effect of poor performance and let Performance

measurement espouses working hard. However, it was also revealed that some issues need to improve Performance measurement to be done tactfully, Performance measurement to be unbiased to employees and let Performance measurement be confidential to employees.

### **5.3.3 The effect of result dissemination on employee performance;**

Findings from descriptive statistics indicated that on average the respondents agreed to the statements used to measure to measure result dissemination. However, there were some key lessons which need to work on which included; need to improve Result dissemination to espouse working hard, Result dissemination to be done confidentially to employees ,Result dissemination to be done tactfully and Result dissemination is done efficiently. Further findings indicated that there was a moderate statistically significant positive relationship between result dissemination and employee performance.

### **5.4 Recommendations**

The conclusions drawn in the previous sector of this study provided a basis upon which recommendations are being made according to the study objectives basing on the significant factors that were established.

1. The performance standards should be clear, state the clearly state the expectations and deliverables of each employee. These deliverables should include comprehensive, actionable reports and tasks to the district or heads of departments.
2. The performance standards should be specific to employee roles and responsibilities as stated from their job descriptions as the staff demanding away from having generic tasks to role specific tasks and with a clear line of reporting.

3. The performance standards fit purpose of employee roles as indicated from the study. The staff demand roles which are aligned by their job and academic qualifications auxiliary to the available tools of trade.
4. The performance standards should be self-fulfilling and of value to growth in career and personality of the employees. This should be done through trainings and benchmarking studies with other organizations of how they implement it in their environs.
5. Performance measurement should be a useful exercise to employees in a way it should clearly spell out areas of improvement and key areas to uphold individually.
6. The Performance measurement should deliver a true picture to employees' performance in this way that such an activity should be free of bias and not subjective as this demoralizes the morale of staff.
7. Performance measurement should reveal the causes and effect of poor performance as this will espouse working hard.
8. Performance measurement should be done confidentially to employees as no employee would want to be exposed amongst his or her peers and juniors of how he/she is not performing.

### **5.5 Limitations of the study**

1. There was inadequate cooperation from some few respondents especially those who considered the information confidential and were worried of losing their positions in the institution. The researcher assured the respondents of confidentiality and that it was solely for academic purposes and presented an introductory letter from Uganda Management Institute.

2. The study could have been a countrywide research but was limited by finances and time this would have acted as a way of improving the understanding the role of PPDA procedures on procurement performance.

### **5.7 Areas of further Research**

The study recommends that a similar research incorporating in other aspects like, leadership and working conditions, working and organization culture and practices among others. Future researchers can focus on looking at the other factors other than those mentioned and studied. This would clearly show a critical look at the above areas to derive a holistic picture of ways and avenues affecting employee performance.

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**APPENDICES**  
**APPENDIX I: QUESTIONNAIRE FOR EMPLOYEES**  
UGANDA MANAGEMENT INSTITUTE  
SCHOOL OF MANAGEMENT SCIENCES  
P.O BOX 20131, KAMPALA (U)

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*Dear Respondent,*  
**Introduction**

I am **OKENY HARRIET CHARITY** a student pursuing a Master’s Degree In Management Studies ( Human Resource Management) of Uganda Management Institute, Kampala. And I am conducting a research study on “*Performance Appraisal And Employees Performance In Organisations:A Case Study Of Lamwo District Local Government.*” I kindly request you to spare some of your valuable time and answer these questions given below. The study is strictly for academic purposes and answers given will be treated with utmost confidentiality and anonymous.

Your cooperation is highly appreciated, thanks!

**Instructions:**

**From Section A to E tick the appropriate answer and fill in the blank spaces provided:**

**SECTION A: DEMOGRAPHIC INFORMATION**

Please read the guidelines carefully and provide responses honestly in the format requested. Kindly indicate your responses to the following questions by ticking (√) the appropriate boxes.

**A. Background Information.**

(i) Position held:  Education Officer  Medical Officer  Community Development Officer  Accounts Officer  Office Attendant  Others (specify).....

(ii) Gender:  Male  Female

(iii) Age:  20-29  30-39  40-49  50- above

(iv) What level of education have you completed?

No basic education  Primary  Secondary  Bachelors  Masters  PHD  Others (please specify).....

(v) How many years have you spent working in this position?

Less than 1 year  1 – 3 years  4 – 6 years  7 – 10 years  More than 10 years

**SECTION B: How Performance Standards Affect Employees Performance in Organizations**

Please tick (√) the box with the corresponding attribute to indicate what your personal assessment of the appropriate response.

Strongly Agree (SA), Agree (A), Not Sure (NS), Disagree (D) and Strongly Disagree (SD)

Statements	SA	A	NS	D	SD
1. There is a criteria of setting performance standards					
2. The performance standards are clear					
3. The performance standards are specific to my roles					
4. The performance standards fit purpose of my roles					
5. The performance standards empower me to perform					
6. Performance standards espouse working hard					

7. The Performance standards are central on my roles					
8. Performance standards draw my strength and weaknesses on my job					

**SECTION C: The effect of Performance measurement on Employees Performance in Organizations**

Statements	SA	A	NS	D	SD
9. Performance measurement uses standard techniques					
10. Performance measurement is done with clarity					
11. Performance measurement is done confidentially to me					
12. Performance measurement is unbiased to me as an individual					
13. Performance measurement espouses working hard					
14. Performance measurement delivers a true picture to my performance					
15. Performance measurement offers value to work					
16. Performance measurement is a useful exercise to me					
17. Performance measurement reveals causes and effect of poor performance					

**SECTION D: The effect of Result dissemination on Employees Performance in Organizations**

Statements	SA	A	NS	D	SD
18. Feedback concerning me is done confidentially					
19. Feedback on my results is given to clearly					
20. Feedback on my results is key to my performance					
21. Feedback espouse my working hard					
22. Feedback by my supervisor is done efficiently					
23. Feedback helps me to understand my expectations					

**SECTION E: Employees Performance in Organizations**

Statements	SA	A	NS	D	SD
1. Employee performance is key in this institution					
2. Employee performance is valued in this institution					
3. Employee performance is rewarded in this institution					
4. Employee performance is encouraged by top management					
5. employee performance is critical in this institution					
6. There is value for money due to employee performance					

APPENDIX II: INTERVIEW GUIDE FOR MANAGEMENT

UGANDA MANAGEMENT INSTITUTE

SCHOOL OF MANAGEMENT SCIENCES

P.O BOX 20131, KAMPALA (U)

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*Dear Respondent,*

I am **OKENY HARRIET CHARITY** a student pursuing a Master's Degree In Management Studies ( Human Resource Management) of Uganda Management Institute, Kampala. And I am conducting a research study on "*Performance Appraisal And Employees Performance In Organisations:A Case Study Of Lamwo District Local Government.*" I kindly request you to spare some of your valuable time and answer these questions given below. The study is strictly for academic purposes and answers given will be treated with utmost confidentiality and anonymous. Your cooperation is highly appreciated, thanks!

1. What is your role in this organization?
2. How many years have you worked in organization?

- (i) 1-3 Years
- (ii) 4-6 Years
- (iii) Over 6 Years


**Interview Questions:**

3. Which Performance standards are set in enhancing employees Performance at Lamwo District Local Government
4. What is the effect of Performance measurement on Employees Performance at Lamwo District Local Government?
5. How does Result dissemination influence on Employees Performance at Lamwo District Local Government?
6. Comment on Employees Performance measures used in Lamwo District local Government.
7. What is the contribution of Performance standards towards Employees Performance at Lamwo District Local Government?
8. In your view, comment on Employees Performance at Lamwo District Local Government?

**END Thank you**