**STAFF PERFORMANCE APPRAISAL AND EMPLOYEE PERFORMANCE IN THE PUBLIC SERVICE IN UGANDA; A CASE STUDY OF MASINDI DISTRICT LOCAL GOVERNMENT (MDLG)**

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**A RESEARCH DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS ADMINISTRATION IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MANAGEMENT)**

**OF NKUMBAUNIVERSITY, ENTEBBE-UGANDA**

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# DECLARATION

I hereby declare that this submission is my work towards the Master of Business Administration degree and that to the best of my knowledge it contains no material previously published by another person nor material which has been presented for the award of any Award except where due acknowledgement has been made in the text.

**Signed Date**

………………………………… …………………………………

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# APPROVAL

This is to certify that this work has been done under my supervision and submitted for examination with my approval.

Signed……………………………………… Date: ………/………/…….

**Mr. Kamusiime Samuel**

**(SUPERVISOR)**

# DEDICATION

This work is dedicated to my son, fiancée, Mother Mrs. Barwogeza Joan, Mr. Katusabe Fred and family and Eng. Mbabazi Deanroy for supporting me spiritually, financially and their commendable support during the period of my studies.

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# LIST OF ACORNMYS/ABBREVIATIONS

EAC East African Community

e-HRM electronic Human Resource Management

GHAPR Government Half Annual Performance Review

HCPM High Commitment Performance Management

HRM Human Resource Management

MDLG Masindi District Local Government

OPM Office of the Prime Minister

PHCN Power Holding Company of Nigeria

PMS Performance Management System

SPSS Statistical Package for Social Sciences

UBOS Uganda Bureau of Statistics

UMI Uganda Management Institute

UNHS Uganda National Household Survey

# ABSTRACT

The study examined staff performance appraisal and employee performance in the public service in Uganda, basing on Masindi District Local Government (MDLG). The study was guided by the following objectives; to examine how performance planning enhance performance of employees at MDLG; to examine how performance monitoring ensure effective employee performance in MDLG; and to examine how performance feedback improve the performance of employees at MDLG. The study applied case study which involved empirical investigation to study contemporary phenomenon using multiple sources of evidence. A sample of 73 respondents from MDLG was used. The methodology used in this study was both qualitative and quantitative. The questionnaire was the main instruments of data collection.

According to the study, Performance planning is a significant predictor of performance of employees at Masindi District Local Government. There is a significant relationship between performance planning and employee performance at Masindi District Local Government and performance planning accounts for about 71.2% of the variation in employee performance in Masindi District Local Government. Performance monitoring is noted to be a significant predictor of employee performance at Masindi District Local Government. There is a significant relationship between performance monitoring and employee performance at Masindi District Local Government and performance monitoring for about 79.6% of the variation in employee performance. Performance feedback is noted to be a significant predictor of employee performance at Masindi District Local Government. There is a significant relationship between performance feedback and employee performance at Masindi District Local Government and timely performance feedback explains about 81.3% of the variation in employee performance.

The study recommended that performance standards should be pegged against an individual actual performance which is essential for employee motivation. It was also suggested that the appraisal process should be accurate and consider the current job descriptions to boost the employee productivity and motivation. Additionally, the study recommends that different raters can be used to increase the accuracy of performance evaluation and increase employee’s perceptions of fairness that can increase staff morale towards work.

# CHAPTER ONE

# 1.0 INTRODUCTION

# 1.1 Background to the study

The study was about staff performance appraisal and employee performance in the public service in Uganda. It is based on a case study of Masindi District Local Government (MDLG).

The study about staff performance appraisal and employee performance is very important since staff performance appraisal is considered as a proactive and positive framework of overseeing worker’s performance for directing the workers within the course of wanted performance and outcomes. Moreover, performance evaluation is vital to investigate since it contributes to the success of organisation and is one of the foremost imperative instruments that pushes workers to perform effectively, viably and effectively. A basic evaluation may lead to the call for training, rewards, improvement, inspiration and great interpersonal relationship in an organization. Halifom (2018) notes that performance evaluation has slowly become part of a key approach to coordinate human resources exercises and business approaches and is presently seen as a common term covering various exercises amid which companies ask to evaluate workers and create their capability, progress performance and disperse rewards

Masindi District Local Government (MDLG) is selected because it is one of the district local governments in Uganda that has a pool of skilled employees working in different departments or sections to effectively deliver better services to the general public. Staff performance appraisal is part of the performance management system for Masindi District Local Government. It is used as a management tool for establishing the extent to which set targets within overall goals of Masindi District Local Government are achieved. Through staff performance appraisal, performance gaps and development need of an individual employee are identified in Masindi District Local Government. The appraisal process offers an opportunity to employees and Masindi District Local Government to dialogue and obtain feedback on performance (Masindi District Local Government, 2020).

Performance appraisal is defined as “an auxiliary formal interview between subordinate and boss, that takes the frame of intermittent interview (every year or semi-annually), in which the work inclination of the subordinate is inspected and examined, with the point of view of distinguishing the shortcomings and qualities as well as opportunities for change and development” (Senyah et al., 2010). Most performance examinations are part of career advancement program and are made up of periodical audits of workers performance inside organizations. Indeed, in spite of the fact that a few workers and a few directors fear performance evaluations, it is amazingly imperative to the development and improvement of workers and the organization.

On the other hand, Ciner (2019) states that performance of employees is an evaluation of the proficiency of an employee or group of employees. Regularly, the performance of a given employee will be evaluated relative to an average for workers doing comparable work. Performance moreover contributes to evaluation of how important a worker is to the organization and each worker could is a genuine investment for a company, so the return that each worker provides must be critical. Worker performance could be an estimation of how well or how ineffectively a worker conducts their required work obligations and how expeditiously they meet their due dates or necessities (Revanth, 2019).

The history of performance appraisal on worker performance started as basic strategies for choosing whether or not the compensation of a worker was advocated. Afterward on, observational studies (Moorhead and Griffin 1992) assert that pay rates were not only component that had an effect on workers execution. It was found that other issues, such as assurance and self-esteem, also had major impact. This brought about in dynamic dismissal of emphasis of performance evaluation on compensate results, and in 1950s, within the United States, its potential as an instrument for inspiration and improvement was recognized. The common model of performance examination, because it is known nowadays, started from that time (Moorhead and Griffin 1992).

The study about was guided by the Expectancy Theory which was advanced by Vroom and Deci (1983). The theory was best to guide the study since assumes that workers are spurred to extend their input when they accept that their endeavors lead to higher execution, and the higher performance will be remunerated by their organization or firm in a way that's important to them (Vroom & Deci, 1983.). Once a worker makes expectations of his or her performance and the compensation that goes with it, they alter their inputs to attain their desire and they anticipate to be remunerated after accomplishing such execution. The theory recommends that in case workers have an emphatically seen association between their efforts and their results, it will increment their inspiration within the work environment.

The study was also explained by the Goal Setting Theory which was progressed by Locke and Latham's (1960), the hypothesis fits as a guide to the current research because it is basically lined to assignment performance; the theory states that particular and challenging objectives in conjunction with suitable criticism (worker examination) contribute to higher and superior assignment performance (worker execution).

Locke (2004) contends that goal-setting is successful for any assignment where individuals have control over their execution. Furthermore, the Goal Setting Theory is fit to guide this study since it accepts that superior and suitable feedback of outcomes ought to be carried out in a precise way (performance planning, performance monitoring and performance feedback) aimed to coordinate the worker behavior and contribute to higher performance than nonappearance of evaluation. Regardless the fact that performance appraisal could be a great tool to be utilized by organizations, there's a propensity for supervisors and administrators to abuse the framework by not keeping the judgment of the method. They do so by permitting individual preferences and individual relations as well as other reasons to influence their objectivity while carrying out the performance appraisals.

Davidson (2018) opined that the expanded use of performance appraisal comes about as proof in courts is getting to be an extraordinary enticement for managers to control performance appraisals scores about to dodge the developing costs of case and remuneration of displeased workers who may take managers to court. Besides, due to the nature of performance appraisals, the appraiser can effectively control the result of the work out (Davidson, 2018). The reason for performance appraisal is to assist enhance productivity in organizations. It offers assistance degree the efficiency of organizational individuals and it is very fundamental and delicate in overseeing human assets, the reason is that the result of the yield of workers makes a difference in making the organization succeed.

It is vital to note here that a few managers use this to scale back or under-score the endeavors of specialists who are not their favorites. In this way, a demonstrated performance evaluation joints the organisation and the specialists together and reveal to the workforce what they are anticipated to do, and where they may work suitably within the organization. It is utilized alongside the efficiency of a worker to distinguish a worker’s chance for updating, advancement and positioning into other tall positions of workplaces.

Donli (2018) states that individuals who work in organizations with few employees and who more often than once interatomic between their supervisors and themselves, generally understand what the managers anticipate from them. But, in huge organization, the size of interaction is nearly nonexistent that numerous employees may need the capacity to foresee really what their pioneers „perspective approximately them could be and the result of their yield evaluation will likely result in Donli (2018). Performance appraisal is seen as a component that stands in regulating workplace and an employee there in such way that an individual and/or group can achieve the sketched-out objective (Esu and Inyang, 2019). But moreover, performance appraisal stands for more than a layout of person exercises that contains an objective of evaluating and adjusting employee execution.

The process of performance appraisal is an important human resource administration that gives the premise for the successful utilisation of human resource that leads to an organization performance advancement. Agreeing to Armstorng (2016) performance administration could be an orderly process for moving forward organizational performance by creating the performance of people and groups.

It is a way of getting good results by understanding and overseeing performance inside a concurred system of arranged objectives, measures and competency necessities. Julnes, (2018) moreover expressed that performance administration as an all-encompassing process bringing together numerous exercises that collectively contribute to the successful management of people and groups in order to attain higher levels of organizational performance. The method is vital, in that it is almost broader issues and long-term objectives, and coordinates in that it joins different perspectives of the organisation, individuals’ administration, people and groups.

The limitations found in performance appraisals are since of it being conducted inside human institutions. A few of the repeating flaws found ordinarily in performance examinations are inclination; which may be a personality-based inclination, either toward or against something (Kumbhar, 2017), and stereotyping; which is classifying an individual into a partiality bunch (Afriyie, 2009).

Recency mistake is a circumstance where appraisers use as it were the final few weeks or month of a rating period as prove of their appraisals of others (Qureshi, 2017), and lastly the halo blunder, where the evaluator has a positive or negative impression of a person, and the evaluator at that point falsely expands that general impression to numerous person categories of performance to make an overall general assessment of the person that's either positive or negative (Jones and Wright, 2019). According to Masindi District Local Government Performance Management Policy (2017), the following are the objectives to be achieved by staff performance appraisal;

1. To carry out performance planning to enhance performance of employees in MDLG;
2. To implement effective staff performance appraisal to ensure better employee performance in MDLG;
3. To carry outperformance monitoring to ensure employee performance is effective in MDLG;
4. To carry out performance assessment to measure the efficiency and effectiveness of employees in MDLG;
5. To provide performance feedback to improve the performance of employees in MDLG.

This study examined whether the following of the above objectives have been achieved by Masindi District Local Government (MDLG);

1. To carry out performance planning to enhance performance of employees in MDLG
2. To carry out performance monitoring to ensure effective employee performance in MDLG
3. To provide performance feedback to improve the performance of employees in MDLG.

# 1.2 Statement of the problem

Performance appraisal is concerned with the evaluation of employees’ job performance and at the same time serves to highlight the specific objectives of an organization. In the public setting, effective employee appraisal helps the organisation to compare its objectives and standards of performance with those being delivered by employees thereby ensuring that performance levels are as expected by management (Nkeobuna, 2019).

Contrary, employee performance levels at Masindi District Local Government are still below the target required by management. For instance, the human resource manager Njuguna (2018) under a customer satisfaction survey conducted at the district office reported an increase in clients’ dissatisfaction in form of poor customer care (at 27.2%) and long waiting hours at the district’s office. It was revealed that on several incidents employees do not promptly respond to clients’ queries and inquiries, and when they do respond, they do it in an unfriendly and unethical manner which shows low employee involvement at work. Additionally, the performance review report (2019) indicated that there is an increase in poor time management from employees which has been a contributing factor to delays in meeting deadlines and sometimes missing deadlines which leads to submitting unfinished work and reports for assigned responsibilities. The supervision Report (2018) indicated that almost 46.5% of employees at the district office lack job and goal clarity, this situation has forced employees to have low levels of commitment and morale towards works hence reducing on their levels of productivity and service delivery.

Despite the continuous reports about low levels of employee performance, management of Masindi District Local Government has still not laid out an effective road map to improve on employee performance, as a result, service delivery provision is declining and customer complaints have increased to almost 63.4%. It was based on this evidence that the researcher conducted a study about staff appraisal and employee performance in Masindi District Local Government.

# 1.3 Purpose of the study

The purpose of the study was to examine staff performance appraisal and employee performance in in the public service in Uganda, basing on Masindi District Local Government (MDLG) as a case study.

# 1.4 Objectives of the study

The following objectives guide this study;

1. To examine how performance planning enhance performance of employees at MDLG.
2. To examine how performance monitoring ensure effective employee performance in MDLG.
3. To examine how performance feed-back improve the performance of employees at MDLG.

# 1.5 Research questions

The following research questions guide this study;

1. How does performance planning enhance performance of employees at MDLG?
2. How does performance monitoring ensure effective employee performance at MDLG?
3. How does performance feedback improve the performance of employees at MDLG?

# 1.6 Hypothesis

The study is guided by both null and alternative hypothesis as follows;

**H0.** There is no significant relationship between staff performance appraisal and employee performance in MDLG

**H1**. There is a significant relationship between staff performance appraisal and employee performance in MDLG

# 1.7 Scope of the study

## 1.7.1 Content scope

The study was confined to staff performance appraisal and employee performance in MDLG in the following areas; how performance planning enhances performance of employees at MDLG; how performance monitoring ensures effective employee performance in MDLG; and how performance feedback improve the performance of employees at MDLG.

## 1.7.2 Geographical scope

The study was carried out in Masindi District Local Government which is located in the Midwestern part of Uganda with its headquarters 210 kms away from Kampala. It boarders Amuru district in the North, Oyam in the North East, Nakasongola in the South East, Kiboga in the South, Hoima in the South West and Buliisa District in the West. It Latitude (width) is 1o40’48.9” N (1.6802400 o) and Longitude 31o42’47.3” E (31.7131400o)

## 1.7.3 Time scope

The study mainly considered data from the period of 2017 up to 2019 because this is the period when the local government faced challenges of poor levels of employee performance.

# 1.8 Significance of the Study

**Government**: The study may help the government/ministry of public which is the supreme legislative body to enact laws that guide the functionality local governments. Ministry of public is charged with the responsibility of enacting laws that put in place, regulate and guide performance in public institutions. This study may therefore help government to identify and bridge the loopholes in existing standards to ensure efficiency and effectiveness of employees.

**MDLG**: This study might help MDLG in implementing the most appropriate and effective performance appraisals. Employees will be made to understand the role they may play in order to achieve objectives of MDLG. The benefit is that the system may help employees and supervisors to have a cordial relationship and address the outcomes of performance appraisal.

**Management**: This study might help the management of MDLG to know better how to use performance appraisal to improve the performance of its employees.

**Employees**: The study might be significant to employees in examining their contribution in the local government with their performance in helping to achieve its vision and give knowledge development in the area of performance appraisal and motivation in MDLG.

**Researcher**: The study may help the researcher fulfill one of the requirements for the award of a Degree of Master in Business Administration at Nkumba University.

**Future researchers**: The study findings, conclusions and recommendations will be of practical significance to academics by providing a better insight into understanding staff performance appraisal and its impact on performance of employees.

# 1.9 Structure of the study

This study is structured into nine chapters; however, it starts with preliminaries and other chapters follow:

**Chapter one;** Presents the introduction to the study,

**Chapter two**; presents the study literature. It highlights literature survey, literature review and conceptual framework of analysis

**Chapter Three;** presents research methodology. It highlights research design and data collection and management;

**Chapter four;** presents demographic characteristics of the respondents;

**Chapter Five;** presents findings on objective; how performance planning enhances performance of employees at MDLG;

**Chapter Six;** presents findings on objective two; how performance monitoring ensures effective employee performance in MDLG;

**Chapter Seven;** presents findings on objective three; how performance feedback improves the performance of employees at MDLG;

**Chapter Eight;** links the findings to literature review and suggests the way forward for harmonizing performance appraisal and employee performance in MDLG;

**Chapter Nine;** presents the summary, and conclusion to the study.

# CHAPTER TWO

# 2.0 STUDY LITERATURE

# 2.1 Introduction

This chapter presents literature survey. It highlights literature survey, literature review and conceptual framework of analysis.

# 2.2 Literature survey

No study has been undertaken on staff performance appraisal and employee performance in Masindi District Local Government (MDLG). However, similar other studies have been carried out in other organizations and public institutions in Uganda.

Abbas (2015) conducted a study about the effects of performance appraisal on employee performance and based her study on food and agriculture organisation. His study explored three research objectives i) to examine the ways in which performance appraisal has impacted employee’s performance, ii) to know if management by objectives method of performance appraisal enhanced employee productivity in and iii) to find out if feedback, as performance appraisal variable influence productivity. From the findings, the study revealed that a lot of organizations have adopted performance appraisal as a process that improves business performance and that its practices have rampantly become a tool used to strategically to improve organizational effectiveness. Based on his findings, he concluded that there a significant relationship between performance appraisal management and employee productivity. Additionally, feedback definitely has an impact positively on employee productivity. Performance appraisal management should be taken seriously by organizations because it yields good results that will take the company far. However, there was a knowledge gap in Abbas’s study; he did not look at how performance appraisal component of performance planning can be used to improve on employee performance. This current study filled the identified gap.

Atidi (2018) carried out a study about performance appraisal on employee performance in charitable organisations in Uganda basing on a case study of Firdous Charity Organisation. The study was based on three research questions namely i) Does performance appraisal contribute to management decision-making? Are you sure that employee productivity is not important to organizational management? and Do you think that employees in charitable organizations are properly appraised? The study revealed that although performance appraisal is concerned with the evaluation of workers job performance, it at the same time serves to highlight the specific objectives of an organization. As the employee is being evaluated the organization is also evaluating itself by comparing objectives and standards of performance, reviews the whole appraisal framework and design as well as organizational values and culture. It was also indicated that performance appraisal is a veritable tool for organizations to evaluate and increase the quality of education and training of their workforce with a view to developing lifelong learning patterns and strategies to sustain productivity throughout longer working periods. Motivation as it relates to employee productivity is often behind the drive for performance and self-actualization, and provides opportunities for higher productivity. However, there was both a knowledge and environmental gap in Atidi’s study, his study focused on charitable organisations while the current study was conducted in public service. Additionally, the study did not explore how performance monitoring can influence employee performance, this gap was filled.

Chaponda (2014) also conducted a study about the effect of performance appraisal on employee motivation, he conducted a survey of slum based non-governmental organizations in Uganda. The study was based on three research objectives i) to establish the extent to which performance appraisal process affects employee motivation, ii) to determine the extent to which appraisers affect employee motivation and iii) to determine the challenges in appraising employee performance. The study revealed that performance appraisal system has helped improve job performance at work and that the regular assessment of performance leads to employee motivation. It was also revealed that the performance standards are quantified and pegged against an individual evaluation which is essential for employee motivation. Performance appraisal rating can be considered as a technique that has a positive effect on work performance and employee motivation. The employees may be motivated if the appraisal process is based on accurate and current job descriptions. However, Chaponda’s study had a knowledge gap since it did not focus on how performance feed-back can influence the performance of employees.

# 2.3 Theoretical review

The theoretical frameworks appropriate for this study are the Goal Setting Theory and The Expectancy Theory.

## 2.3.1 The Expectancy Theory

The study was informed by the Expectancy Theory which was developed by Vroom and Deci (1983). The theory states that employees are motivated to increase their input (efficiency, effectiveness, commitment, involvement and productivity) when they believe that their efforts are leading to higher performance and the higher performance will be rewarded by their organisations in a form that is valuable to them (staff appraisal). The theory assumes that once an employee creates expectations of his or her performance and the reward that goes with it, they adjust their inputs to achieve their expectation and they expect to be rewarded after achieving such performance. The theory suggests that if employees have a strongly perceived connection between their efforts and their outcomes (which are known during performance appraisals), it will increase their motivation in the workplace.

A study by Lawler and Suttle (1973) showed that expectancy beliefs can predict behaviour but do not show that many of the more complex predictions generated by the theory are valid. In a similar study by Reinharth and Wahba (1975), showed that the theory's ability to explain human behaviour was at best a very limited portion of human behaviour. The theory which based on the basis of rationality, serves as a useful predictor in situations where contingencies between acts and outcomes and between first-level and second-level outcomes are clearly perceived by the individual, whereas ambiguous situations force the individual to develop a choice mechanism not based on the expectancy variables (Lawler & Suttle, 1973).

## 2.3.2 The Goal Setting Theory

Edwin Locke presented the Goal-setting theory of motivation in the 1960s (Locke & Latham, 2016). According to the theory, goal setting and task performance share a direct relation. The specific and challenging goals along with appropriate feedback (through staff appraisal) contribute to higher and better task performance. The willingness to work towards the attainment of the goal is the main source of job motivation.

Lunenburg (2011) explains that the theory of Goal-Settings fits in guiding performance management practices because it assumes that clear, particular and difficult goals are greater motivating factors than easy, general and vague goals. Specific and clear goals lead to greater output and better performance. Unambiguous, measurable and clear goals accompanied by a deadline for completion avoids misunderstanding. Goals should be realistic and challenging (Lunenburg, 2011). This gives an employee a feeling of pride and triumph. This further motivates the employee for the attainment of the next goal. The more challenging the goal, the greater is the reward generally and the more is the passion for achieving it.

The Goal-Setting theory highlights four components which connect goals in order to have performance outcomes and these are difficulty, specificity, proximity and feedback. According to Cook and Crossman (2014), specific goals should be set for employees and this should drive their attention to priorities of achieving the goals, however, if the set goals are not achieved, there will be the need to either improve employee performance or modify the goals to make them more realistic.

Therefore, from this assumption of by Vroom and Deci and Locke & Latham, the following hypothesis is viable;

1. There is no significant relationship between staff performance appraisal and and employee performance in MDLG.

# 2.4 Literature review

## 2.4.1 Performance planning and employee performance

Hvid & Andersen (2016) found that performance appraisal components have a significant relationship with employees’ performance, but their study did not reveal the element of performance management that contributed most significantly to employees’ productivity. Furthermore, the effect of performance management on employees’ productivity in the civil service in Nigeria appears not to have been fully examined. In addressing this research gap, this study seeks to examine the effect of performance appraisal on employees’ productivity as well as investigates empirically the component of performance appraisal that has the most significant effect on employees’ performance.

According to research conducted by Omboi (2011), on the effect of performance appraisal systems on employees in Kenya Tea Development Agency; a survey of selected Tea factories in Meru, he focused on what can improve employee performance appraisal improves efficiency, examining the relationship between performance appraisal and performance, and as well analyzing how motivation of staff improves performance. He came to find out that only motivated staff are efficient and can perform to the expectations of the organization.

Owoyemi & George (2013) carried out a study on the use of objective performance appraisal process in enhancing employee performance in public sector agencies in Nigeria. Using a sample of 220 employees of the public sector agency in Nigeria, the study found that there is a significant relationship between appraisals and employees’ performance and that in order for the organization to achieve set objectives, a good reward system for high performance must be established. In another development, Holloway (2010) studied performance management from multiple perspectives and the essence of taking stock. The study adopted a cross disciplinary approach. The findings of the study include the following: in spite of a number of barriers to knowledge transfer, and tensions and gaps within the performance management research portfolio (described in the paper), much progress has been made that it will advance further through active involvement with practitioners and cross discipline boundaries.

Walker *et al*. (2013) carried out a study on the use of objective performance appraisal process in enhancing employee performance in public sector agencies in Nigeria. Using a sample of 220 employees of the public sector agency in Nigeria, the study found that there is a significant relationship between appraisals and employees’ performance and that in order for the organization to achieve set objectives, a good reward system for high performance must be established. In another development, Nyaoga *et al*. (2009) studied staff performance appraisal from multiple perspectives and the essence of taking stock. The study adopted a cross disciplinary approach. The findings of the study include the following: in spite of a number of barriers to knowledge transfer, and tensions and gaps within the staff performance appraisal research portfolio (described in the paper), much progress has been made that it will advance further through active involvement with practitioners and cross discipline boundaries.

In another study carried out by Hvid & Anderson (2013) to investigate the relationship between separation and performance management of academics in Nigerian universities, the mediating effect of e-HRM was equally investigated. As a quantitative research approach, the study found a mediation effect of HRM on the relationship between employee separation and employee performance. The result was confirmed through the t-value of 2.4540088 which was statistically significant at 0.05 (α) level. Boyne & Gould (2010) carried out a study of high commitment performance management and the role of justice and trust. The study sought to explore the relationship between employee perceptions of a particular subsystem of HRM practice (staff performance appraisal) and their commitment to the organization. In addition, the study examines the mechanisms by which these perceptions translate into employee’s attitude and behaviour. The method was survey design which used 524 persons as the sample. The findings showed the link between employee experiences of high commitment performance management practices and their level of commitment is strongly mediated by related perceptions of organization justices. In addition, the level of employee trust in the organization is a significant moderator.

According to Kelman & Freidman (2012), employees within firms contribute for organizational performance and human resource management practices can affect individual employee performance through their influence over employees` skills and motivation and through organizational structure that allow employees to improve how their jobs are performed.

Sanger (2010) examined the effects of introduction of performance appraisal on employees’ attitudes and effort. They found that performance appraisal improves employee attitudes since it increases organizational commitment as well as cooperation and satisfaction of employees with their supervisors. Their findings also indicate that the introduction of performance appraisal provides staff with clear measurable targets. However, their results also indicate that the major concerns of employee on introduction of performance appraisal were on unfairness in bonus distributions and ratings. Employees also feel that PMS is somewhat effective‖ in the provision of performance incentive, which was the main purpose of appraising rating /bonus distribution. Some similar previous studies like Walker *et al*. (2011) and Walker & Boyne (2010) have ascertained that performance appraisal improved employee commitment, motivation and involvement by increasing employees’ sense of individual value and improving the employees’ view of empowerment.

Sanger (2013) examined the impact of performance appraisal on the individual employees. He found that well implemented performance measurement systems assist in improving the quality of employees’ work, and it enhances the interaction between employees and managers. It also facilitates better understanding of the organization's goals and the job expectations. Performance appraisal also increases the psychological commitment of employees, and motivates and coordinates a more dynamic work culture. However, the moderating effect of BSC as a performance measurement system has not been examined from past studies. Jusoh*et al*. (2007) examined the moderating effect of BSC on the strategy and performance relationship. They found that BSC partially moderates the strategy and performance relationship.

According to Martin *et al*. (2013), performance appraisal and aligning their objectives facilitates the effective delivery of strategic and operational goals. There is a clear and immediate correlation between using performance management programs or software and improved business and organizational results. In the public sector, the effects of performance appraisal have differed from positive to negative, suggesting that differences in the characteristics of performance appraisal and the contexts into which they are implemented play an important role to failure of performance appraisal (Martin *et al*., 2013).

## 2.4.2 Performance monitoring and employee performance

Research by Andrews & Van de Walle (2013) demonstrates that feedback has strong positive effects on the performance of both individuals and groups, specifically through role clarification, improved self-efficacy, the establishment of behaviour reward contingencies and increased self-regulatory control processes. Similarly, according to Armstrong and Baron (2004), the actual performance could also be compared to the desired performance, therefore the outcome is evaluated and a development plan is set based on the weakness. This comparative approach also provides a feedback mechanism to employees. Additionally, in this phase, coaching and training is an important tool in learning and development. Coaching is developing a person's skills and knowledge so that employees' job performance improves, and helps them to achieve of organizational objectives. Managers should identify and implement training and other actions necessary to improve individual performance (Njeru, 2013).

According to Boyne & Chen (2013), performance appraisal acts as an agent in converting potentials into performance by removing the intermediate barriers as well as motivating the human resource. Bevan (2011) defines performance management as an ongoing communication process, undertaken in partnership, between an employee and his or her immediate supervisor that involves establishing clear expectations and understanding about the essential job functions employee are expected to do; how the employee’s job contributes to the goals of the organization; what doing the work well means in concrete terms; how employee and supervisor will work together to sustain, improve, or build on existing employee performance; how performance will be measured, and identifying barriers to performance and removing them. Performance management comprises all activities that guarantee that organizational objectives are constantly being attained in an efficient and effective manner.

Hvid& Andersen (2013) revealed that employees were more likely to perceive their performance management to be effective if its main purpose was to improve employees’ ability to monitor, evaluate, and adjust their own performance (development-oriented), compared to laying out clear and challenging goals to help employees perform well (results oriented). Andrews *et al*. (2008) found similar findings, in that human resource professionals reported development-oriented performance managements to be effective at increasing employee motivation and competency levels. In addition, Andrews *et al* revealed that a system with a results-oriented purpose was unrelated to the system’s ability to effectively improve performance at the organizational level. Consequently, both of these studies demonstrate that development-oriented performance managements are perceived to be more effective than systems with a results-oriented purpose.

In another study carried out by Hasni & Nura (2014) to investigate the relationship between separation and performance management system of academics in Nigerian universities, the mediating effect of e-HRM was equally investigated. As a quantitative research approach, the study found a mediation effect of HRM on the relationship between employee separation and employee performance. The result was confirmed through the t-value of 2.4540088 which was statistically significant at 0.05 (α) level. Eleine, Hailey & Kelliher (2010) carried out a study of high commitment performance management and the role of justice and trust. The study sought to explore the relationship between employee perceptions of a particular subsystem of HRM practice (performance management) and their commitment to the organization. In addition, the study examines the mechanisms by which these perceptions translate into employee’s attitude and behaviour. The method was survey design which used 524 persons as the sample. The findings showed the link between employee experiences of high commitment performance management (HCPM) practices and their level of commitment is strongly mediated by related perceptions of organization justices. In addition, the level of employee trust in the organization is a significant moderator.

Emesowum (2010) carried out a study on the impact of performance monitoring on workers’ productivity in public companies using Power Holding Company of Nigeria (PHCN) in Anambra state as case study. As a survey design, the study used a sample of 161 selected from the staff of PHCN in Anambra state. The study found that employee performance in an organization is a direct function of their motivation with regards to reward (intrinsic and extrinsic) for hard work, non-selective disciplinary measures, harmonious labour–management relations among other findings. As the empirical review has shown, there have been studies relating to the subject matter of this study and in the public sector organizations too. It is however doubtful if any has been conducted in the local government system hence it is quite necessary to carry out such evaluation in the local government given their strategic importance in providing effective service delivery to rural dwellers. This gap is what has given impetus to this study.

From the literature reviewed, the researcher identified major gaps from the studies that showed a few authors have had little studies in this area of examining performance management and performance of employees in the public sector especially in the area regarding establishment of performance planning, performance monitoring and performance feedback. The fact that there is scanty literature in this area regarding performance management and particularly on how it impacts on the performance of employees in public service. It is for this reason that the researcher finds it suitable to conduct this study so as to bridge the gap to investigate how performance appraisal affects employee performance.

## 2.4.3 Performance feedback and employee performance

Effective performance feedback between employees and supervisors is the key to successful organization productivity. Regular feedback helps employees focus their work activities so the employees, the department, and the organization to achieve their goals (Solmon & Podgursky, 2010). It builds accountability, since employees and supervisors participate in developing goals, identifying competencies, discussing career development and employee motivation. However, there are some organizations that fail to provide feedback (Jackson & Schuller, 2012). Although a few managers may intentionally hold back employee feedback, many are overwhelmed with other management tasks that take up their valuable time. In addition, many organizations lack formal evaluation systems or the managers do not apply the systems that are in place (Banket, 2011).

Without any type of formal system and with many other demands, otherwise good managers often let feedback fall to the wayside. The lack of feedback also leaves good employees unrecognized. Even poor performance may not be given adequate feedback (Solmon and Podgursky, 2010). Many managers often are uncomfortable giving negative feedback to employees. This leads to significant problems where the organization finds itself at a crisis point. Further exacerbating the feedback dilemma is the lack of an organized feedback system in many organizations (Salau, Oludayo & Omoniy, 2014). Becoming frustrated with traditional performance appraisal systems, many companies have abandoned them altogether and feedback has become a hit or miss proposition. In doing so, feedback has become sporadic and unpredictable (Jackson & Schuller, 2012).

Feedback effectiveness improves the effectiveness and helps in decision making within the organization. The feedback directs the individual to the organization missions and objectives. In the ideal situation the employee receives information about how they are performing and where they could improve. Schraeder, Becton and Portis (2018) suggest that performance feedback can serve as way of knowing the employees’ strength and weaknesses. Performance feedback can also serve as a crucial element that enhances the performance of individual employees in the areas of weakness. For the sustenance of the organization performance, it is important for the top management to frequently provide employees feedback on their efforts and strengthen the progress of their jobs through unbiased feedback. In this regard, performance feedback records need to be retained for future references (Barbera and Young, 2018).

Raju and Collins (2015) propose that teambuilding skills of managers, which are one of the most effective means of changing employees` attitudes or satisfaction, might be evaluated by relevant others. Managers may receive feedback from peers and subordinates and make comparisons how their skills are perceived by the two constituencies within a team. According to Omoniy (2014), this degree affords the manager the opportunity to assess the performance of an individual employee through his interaction with different co-workers or departments, external customers, and the employee himself. As a company increases its staff, a more formal system using a written appraisal form developed internally or externally should always be used, with the results of the appraisal being tied to salary increases or bonuses. Whether the appraisal is provided verbally or in writing, organization needs to provide consistent feedback on a regular basis so that employees can improve their work performance.

The performance appraisal feedback plays an important role in employee productivity. This gives an opportunity for feedback on the past performance against objectives set earlier as well as to identify any performance gap. For managers and supervisors this is the process that identifies the current performance level, discuss strengths and weaknesses and future opportunities (Jackson & Schuller, 2012). The performance feedback provides a discussion that helps employees to understand how they are doing, receive coaching and feedback; clarify expectations about career development (Brown & Benson, 2013). Performance feedback does a good job to make people aware of the objectives and outcomes of the performance appraisal process. Prevailing number of employees believe that their appraisal is fair and stimulates their performance. There is also a belief that managers and supervisors are handling relatively well the process of feedback (Mone & London, 2010).

One of the most important conditions for enhancing employee productivity is to provide clear, performance-based feedback to employees (Schneier, 2002). There should also be a workflow for tracking the feedback sessions. When a mistake is detected, immediately remedial steps are taken, with minimum loss to the company. This should be measured in terms of the extent to which he meets the performance criteria set by the management in fulfilling the organization objectives. Providing an employee with feedback is widely recognized as a crucial activity that may encourage self-development and employee productivity which are instrumental for the success of the whole organization (Baruch, 2016). Therefore, the frequency of feedback is important and can influence future productivity of the employee (Denisi, 2016).

The success of the feedback depends on the acceptance of the process. Feedback reactions are usually very different. The satisfaction with the performance appraisal is an indication of the degree to which subordinates are satisfied with the process and the feedback they have received. It serves as a report of the accuracy and fair evaluations of the performance (Mone & London, 2010). The outcome is that satisfied individuals after the performance feedback will improve further working relationships with supervisors and colleagues (Jackson & Schuller, 2012). The feedback can also bring negative reactions from employees. If perceived unfair, the feedback can cause behavioral changes such as absenteeism, lack of cooperation, lack of focus on priorities, unhealthy competition and even can cause staff turnover (Dechev, 2010).

# 2.5 Conceptual Framework of analysis

As a result of the above literature review, below is the conceptual framework for the current study. It has been constructed on the basis of conclusions from findings reviewed and in view of the objectives of the study. It particularly adopts the ideas put forward by Deupttinck and Dijk (2013). It is constituted by independent, intervening and dependent variables as presented in the figure below. The independent variables are constituted by inputs from the objectives of the study and similar variables derived from literature review. The intervening variables are derived from the variables which intervene from the environment of the study and similar ones from literature review which either may support or constrain the achievement of the objectives of performance management in MDLG.

# Figure 2.: Conceptual Framework for staff performance appraisal and employee performance in the public service in Uganda

The dependent variable represents the steady state that may be management in MDLG.

 **Independent Variable (I.V) Dependent variable (D.V)**

**Employee Performance**

* Capacity development
* Efficiency and effectiveness
* Employee involvement
* Employee productivity

**Staff performance appraisal**

* Performance planning
* Performance monitoring
* Performance feedback

**Intervening Variables (I.V)**

* Employee attitudes
* Government standing orders
* Individual differences
* Management and leadership styles

**Source: Adopted from Deupttinck & Dijk (2013) and modified by the Researcher (2021)**

The conceptual framework is comprised of two variables namely the independent variable (staff performance appraisal) and the dependent variable (employee performance). It is therefore indicated that employee performance depends on staff performance appraisal. This means that any change in the independent variable can bring about a change in the dependent variable, this can be negative change or positive change.

The conceptual framework also indicates that staff performance appraisal is measured in terms of performance planning, performance monitoring and performance feedback which have either a positive or negative effect on employee performance which is measure in terms of capacity development, efficiency and effectiveness, employee commitment, employee involvement, employee productivity and proper service delivery.

# CHAPTER THREE

# 3.0 RESEARCH METHODOLOGY

# 3.1 Introduction

This chapter presents the methodology. It highlights research design and data collection and management.

# 3.2 Research design

This includes research approach, research strategy and research duration and research classification and study limitation.

## 3.2.1 Research approach

The study used phenomenological approach and this is because the study focused on experiences, events and occurrences with disregard or minimum regard for external and physical reality (Creswell, 2013).

## 3.2.2 Research strategy

The study applied case study which involved empirical investigation to study contemporary phenomenon using multiple sources of evidence. It is most suitable when to gain in-depth insight of the research context. This research strategy was used because the study focused on phenomena within the contexts of real-life situations concerning staff performance appraisal and employee performance in MDLG.

## 3.2.3 Research classifications

The study used both qualitative and quantitative research which is generally associated with the positivist paradigm. It involved collecting and converting data into numerical form hence use of statistical calculations where conclusions were drawn. In order to predict possible relationship between the variables, the study used various instruments such as self-administered questionnaire and interview guide form.

## 3.3.4 Research duration

A cross-sectional research design was adopted for this study. This is where data is gathered just once from a cross section of sources for purposes of answering questions (Sekaran, 2003). A cross-sectional survey is the most commonly used research method in social research (Amin, 2005) and can produce data which permits the establishment of casual relationships.

# 3.3 Study population

The study population for this study comprised of employees and administrators of MDLG. These will be selected from categories or sections of; Administration (Management), Works & Technical Services, Audit, Finance & Planning, Education and Sports, Health Services, and Councilors. A total of 90 employees and will be selected for the study to represent the entire population.

# 3.4 Sample size

The sample size for the study was 73 determined using Krejcie& Morgan (1970) Table for determining sample size. The sample size included employees of MDLG. Obtaining data from a sample of the entire study population was less costly and provided the required data quickly. The data collected through a carefully selected sample was highly accurate measure of the population.

Table 3.1: Sampling Framework

|  |  |  |  |
| --- | --- | --- | --- |
| Categories  | Population | Sample Size | Sampling Technique  |
| Administration (Management) | 10 | 8 | Purposive sampling |
| Works & Technical Services | 20 | 16 | Simple random sampling |
| Audit | 5 | 4 | Purposive sampling |
| Finance & Planning | 5 | 4 | Purposive sampling |
| Education and Sports | 10 | 8 | Purposive sampling |
| Health Services | 20 | 16 | Simple random sampling |
| Councilors | 20 | 16 | Simple random sampling |
| Total | 90 | 73 |  |

**Source: Primary Data, (2021)**

# 3.5 Sampling techniques

The study applied both random and non-random sampling techniques, that is, simple random sampling and stratified techniques.

Simple random sampling involved selecting respondents from the population listing by chance. This method allowed everyone an equal chance of being selected. The simple random sampling technique was used to select; Works & Technical Services, Health Services, and Councilors. The researcher used this sampling technique because each member in this population has an equal chance of being included in the sample.

Purposive sampling is a selective or subjective sampling technique where the researcher relies on sound judgment when choosing a sample from the study population. The purposive sampling technique was employed to select; Administration (Management), Audit, Finance & Planning, and Education and Sports. Teddlie& Fen Yu (2007) affirm that purposive sampling is typically designed to pick a small number of cases that yield the most information about a phenomenon.

# 3.6 Data collection sources

## 3.6.1 Primary data sources

Primary data was obtained directly from the target sample respondents. It included first-hand information given by the respondent. This type of data is important because it is directly applicable to the research problem at hand and largely offers better control over data accuracy (Mugenda & Mugenda 2009). The researcher collected primary data using self-administered questionnaire and interview guide.

## 3.6.2 Secondary data sources

Secondary data is the data that has been already collected and readily available from other sources. Such data are cheaper and more quickly obtainable than the primary data and also may be available when primary data cannot be obtained at all. The secondary data was got from text books, journals, newspapers and several categories of documents from MDLG, which facilitated the critical review of related literature for the study.

# 3.7 Data collection methods

## 3.7.2 Interviews

An interview is a purposeful discussion between two or more people and it helps the researcher gather reliable data about the research questions and objectives (Saunders et al 2017). Saunders et al (2017) divided interviews into structured interviews, semi-structured interviews and unstructured or in-depth interviews. The researcher used structured interviews where respondents were asked standardised questions. Interviewing is the process of asking respondents’ questions face to face in research in order to achieve the objectives of the research. The purpose of interviewing was to explore the views, experiences, beliefs and/or motivations of individuals on specific matters.

## 3.7.3 Questionnaire survey

The questionnaire method was distributed to respondents in categories of managers, department heads, procurement department, human resource department, marketing department and finance department. The researcher used the survey method to obtain information relating to the influence of company acquisition on financial performance. The method was utilized since information can be collected generally rapidly because the study does no need to be available when the surveys are being completed

# 3.8 Data collection instruments

## 3.8.1 Self-administered questionnaire

A questionnaire is a data collection instrument used to gather data over a large sample or number of respondents (Kombo& Tromp, 2006). The Questionnaires will be a five-point Likert scale ranging from “Strongly Disagree” to “Strongly Agree” (1= SD, 2= D, 3= NS, 4= A, and 5= SA) to determine the extent to which respondents held certain attitudes or perspectives on performance management and employee performance in MDLG. This instrument will be used because it is easy to administer, and it allowed literate respondents to give their views without fear. A questionnaire was used because it increased the degree of reliability due to the many items in it and it as well enhances the chances of getting valid data (Amin, 2005). The questionnaires were filled at respondent’s convenience, hence increasing the chance of getting valid information.

## 3.8.2 Interview guide

Structured interviews were used to collect data from the different stakeholders and these were mainly selected from; Administration (Management), Audit, Finance & Planning, and Education and Sports. The interview guide was used to ensure consistency and uniformity of the questions asked so as to ensure reliability of the findings of the study. The researcher posed questions to lead the respondents towards giving data to meet the objectives of the study and probed them in order to seek clarification about responses provided.

# 3.9 Validity and Reliability of Instruments

## 3.9.1 Validity

Validity is defined as the extent to which the instrument measures what it purports to measure. For example, a test that is used to screen applicants for a job is valid if its scores are directly related to future job performance (Miller, 2000). To ensure the validation of research instrument in this study, the question in the questionnaire was related to the topic under investigation, they are unambiguous and attested to in order to avoid situation whereby the instrument lacks measurement scale. Also, the sampling of respondents was done carefully to cover relevant areas. The research instrument in this study also measured the predictive ability in relation to other past and currently validated instrument. To ensure that the questions generated in the questionnaire were able to cover the scope of the study, and as well able to test the research hypotheses, the questionnaire was checked by the researcher’s supervisor for content scrutiny. In order to establish content validity for quantitative data, results from the ratings were computed using the following formula;

CVI = $\frac{ number of items rated as relevant \left(per objective\right)}{Total number of items in the instrumen }$

According to Amin, (2005), a CVI of more than 0.7 is as recommended.

## 3.9.2 Reliability

Reliability estimates the consistency of the measurement or more simply, a degree to which an instrument measures the same way each time it is used under the same conditions with the same subjects (Masejane, 2012). When the outcome of the measuring process is reproducible, the measuring instrument is reliable. However, this does not mean that it is valid. A reliability test was performed to check the consistency and accuracy of the measurement scales. As Cronbach’s alpha of above 0.70 was acceptable indicating questions in each construct are measuring a similar concept (Cronbach, 1951). Further, consultations with other experts such as researchers, lectures and peers were done to review the research instruments.

# 3.10 Data collection procedure

An introductory letter from Nkumba University was obtained by the Researcher from Nkumba University and was presented to MDLG to get permission allowing the researcher to carry out the study. After getting permission, the researcher went on to inform all those participants who were selected the purpose of the study as well as the objectives were communicated to the respondents in time. The next step involved distributing the questionnaires to the sampled respondents. Respondents were then given time to fill and submitted the questionnaires back for analysis.

# 3.11 Data processing

Data collected was checked for accuracy, reliability, consistency and completeness of completed questionnaires. Data collected was edited in the office after field work before coding. This was done to identify the errors in the completed questionnaires. Also, data that was got from various documents were carefully read and compared with the responses from respondents in the questionnaires and interview guide to ensure completeness and accuracy which was done before coding and capturing into the computer system for analysis.

# 3.12 Data analysis

Data from the questionnaires were coded and captured in the Statistical Package for Social Scientists (SPSS Version 20) programme for statistical processing and analysis. Descriptive statistical analyses involving the use of tables, frequencies, and other descriptive statistical measures such as mean, standard deviation among others was used. The cause-effect relationship between the independent and the dependent variables were established through frequency analysis, correlation matrices and multiple regression analysis.

Qualitative data collected from interviews review was sorted and grouped into themes under the content analysis process. The researcher therefore evaluated and analyzed the adequacy of information in answering the research questions through coding of data, identifying categories and parameters that emerged in the responses.

# 3.13 Ethical considerations

Before the administration of the questionnaire, the researcher explained the purpose of the study to the research subjects and assured them of confidentiality while at the same time soliciting their consent after their agreement. Great care was taken to ensure that the identities of these participants were kept anonymous and confidentiality of the information obtained in the research guaranteed.

Personal integrity was observed when conducting the research by being objective and avoiding misrepresentation of results. The respondents were also made to understand the reason for conducting the research, thus informed consent was observed.

# 3.14 Limitations of the study

The study was limited to purposive and simple random sampling techniques since the study population was divided into groups and the chance of including a respondent in the sample was the same in each group, therefore this increased on the sampling errors.

The willingness of the key respondents to give time for interview let alone accurate and timely information hampered the study. This was dealt with by making timely appointments and speaking to such respondents explaining the purpose of the study and then keeping of information confidential.

The research instruments for the study were designed for use in developed countries which may render them not very inappropriate for studies in Uganda. However, the instruments were modified and tested for reliability and validity to ensure that the results were as representative as possible.

It took a lot of effort to secure permission and consent to carry out research with MDLG due to the fact that the officers responsible to grant this permission were initially not complacent about the researches intentions in conducting research thus creating unnecessary delays.

# CHAPTER FOUR

# 4.0 BACKGROUND INFORMATION OF THE RESPONDENTS

# 4.1 Introduction

This chapter presents biographic characteristics of the respondents. The results of the statistical analysis, generated on the basis of the use of descriptive statistics, are presented in the forms of tables, frequencies and percentage. The questionnaires were administered, and analyzed with respect to biographical variables.

# 4.2 Demographic characteristics of the respondents

The demographic factors considered for the different respondents included gender, age group, highest level of education, marital status, period worked in the institution and department of the respondents. This was done to give the user of this information a clear picture of the attributes of the sample from whom the data was collected.

# 4.2.1 Gender of respondents

The study looked at marital status of respondents and their categories were as presented in the table 4.1 below.

# Table 4.1: Gender of Respondents

|  |  |  |
| --- | --- | --- |
| **Gender of Respondents** | **Frequency** | **Percentage (%)** |
| Male | 45 | 61.6 |
| Female | 28 | 38.4 |
| **Total** | **73** | **100.0** |

Source: Primary Data, (2021)

The study findings in Table 4.1 reveal that 61.6% of the respondents were males and 38.4% were females. This means that Masindi District Local Government employs both men and women employees though the majority are men.

# 4.2.2 Age of Respondents

The study looked at the respondent’s age group and their categories were shown as in the table 4.2 below.

# Table 4.2: Age of Respondents

|  |  |  |
| --- | --- | --- |
| **Age of Respondents** | **Frequency** | **Percentage (%)** |
| 21 – 30 years | 10 | 13.7 |
| 31 – 40 years | 15 | 20.5 |
| 41 – 50 years | 26 | 35.6 |
| Over 50 years | 22 | 30.2 |
| **Total** | **73** | **100.0** |

Source: Primary Data, (2021)

The study findings in table 4.2 above indicate that 35.6% were aged 41 to 50 years, 30.2% were aged over 50 years, 20.5% were aged 31 to 40 years and 13.7% were aged above 21 – 30 years. This means that Masindi District Local Government is more interested in people within the age group of above 41 years because these are still energetic and thirst to achieve a lot ahead.

# 4.2.3 Highest level of education of Respondents

The respondents were asked their level of education and the results are summarized in the table 4.4.

# Table 4.3: Highest level of education of respondents

|  |  |  |
| --- | --- | --- |
| **Highest level of education of Respondents** | **Frequency** | **Percentage (%)** |
| Certificate | 7 | 9.6 |
| Diploma | 16 | 21.9 |
| Bachelor Degree | 35 | 47.9 |
| Above Post Graduate | 15 | 20.5 |
| **Total** | **73** | **100.0** |

Source: Primary Data, (2021)

The results in Table 4.3 above reveal that 47.9% had attained Degrees, 21.9% had attained Diplomas, 20.5% had attained above Post Graduate and 9.6% had attained certificates. It is clear that employees are knowledgeable and well aware of the implementation of staff appraisal policy in MDLG. This means that Masindi District Local Government considers education and experience highly when selecting its employees.

# 4.2.4 Period worked in MDLG

The results below show the distribution for the period that the respondents had been working in MDLG and their responses are as summarized in Table 4.4 below

# Table 4.4: Period Worked in MDLG

|  |  |  |
| --- | --- | --- |
| **Length of service of the Respondent** | **Frequency** | **Percentage (%)** |
| Less than 3 years | 20 | 27.4 |
|  3 – 6 years  | 19 | 26.0 |
| 7 – 10 years | 9 | 12.3 |
| Over 10 years | 25 | 34.2 |
| **Total** | **73** | **100.0** |

Source: Primary Data, (2021)

The study findings from table 4.4 above show that, 34.2% had served for over 10 years, 27.4% had served for less than 3 years, 26.0% had served for 3 to 6 years, and 12.3% had served for 7-10 years. There is a wide experience mix in the research study and this lends credibility to the findings that the researcher finally concludes.

# CHAPTER FIVE

# 5.0 PERFORMANCE PLANNING AND PERFORMANCE OF EMPLOYEES AT MDLG

# 5.1 Introduction

In this section, findings on objective one; which is how performance planning enhances performance of employees at MDLG are presented. The variable was analyzed using a five-point Likert scale and the results are presented in descriptive tables, showing the percentages, means and standard deviations. They are further explained using correlations in order to show relationship between the variable followed by regression analysis to find the extent on how performance planning enhances performance of employees at MDLG. An attempt was also made to present a comparison of qualitative and quantitative findings of the variables.

# Table 5.1: Descriptive Statistics on how performance planning enhances performance of employees at MDLG

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Statements** | **5****%** | **4****%** | **3****%** | **2****%** | **1****%** | **Mean**  | **Std. Dev.** |
| MDLG follows an annual employee performance plan so as to get the best from its employees | 2.7% | 4.1% | 4.1% | 74.0% | 15.1% | 3.9452 | .77979 |
| MDLG spells out performance objectives before planning | 5.5% | 4.1% | 5.5% | 63.0% | 21.9% | 3.9178 | .96829 |
| MDLG identifies required competencies before performance planning | 4.1% | 13.7% | 0.0% | 64.4% | 17.8% | 3.7808 | 1.03073 |
| Employees are given an opportunity to give their personal opinion of the performance targets they can achieve | 4.1% | 8.2% | 4.1% | 61.6% | 21.9% | 3.8904 | .97982 |
| MDLG incorporates development strategies in performance planning | 4.1% | 6.8% | 5.5% | 58.9% | 24.7% | 3.9315 | .97651 |
| In MDLG, resources are available to improve the performance of departments and their staff | 2.7% | 1.4% | 1.4% | 74.0% | 20.5% | 4.0822 | .72175 |
| The performance expectations is usually defined in employee individual work plan and job description | 4.1% | 2.7% | 2.7% | 65.8% | 24.7% | 4.0411 | .87303 |
| Performance planning has enhanced MDLG’s labor productivity | 2.7% | 2.7% | 4.1% | 57.5% | 32.9% | 4.2329 | 1.16094 |
| MDLG goals has been attained as a result of performance planning | 6.8% | 6.8% | 2.7% | 63.0% | 20.5% | 3.8356 | 1.05427 |
| The performance planning has led to increased employee motivation in MDLG | 6.8% | 4.1% | 2.7% | 49.3% | 37.0% | 4.0548 | 1.09151 |

Source: Primary Data, (2021).

*Key; 1 Strongly Disagree, 2-Disagree, 3-Not Sure, 4- Agree, 5-Strongly Agree*

From the study findings on the statement “**MDLG follows an annual employee performance plan so as to get the best from its employees**” 74.0% agreed with the statement, 15.1% strongly agreed, 4.1% were not sure, 4.1% disagreed and 2.7% strongly disagreed. This indicates that majority of the respondents agreed that Masindi District Local Government follows an annual employee performance plan so as to get the best from its employees (with mean, 3.9452). This implies that at the end of every financial year, there is a plan is followed to assess employees’ performance compared to the predetermined performance level for effective service delivery to the service recipients.

On statement “**MDLG spells out performance objectives before planning**”, 63.0% agreed with statement, 21.9% strongly agreed, 5.5% were not sure, 5.5% strongly disagreed and 4.1% disagreed. This means that most of the respondents agreed that Masindi District Local Government spells out performance objectives before planning (with mean, 3.9178). This implies that Masindi District Local Government sets out performance objectives in its year and this guides employees to follow the right direction and their performance is measured based on this.

On statement “**MDLG identifies required competencies before performance planning**”, 64.4% agreed with statement, 17.8% strongly agreed, 13.7% disagreed and 4.1% strongly disagreed. This means that most of the respondents agreed with the statement that MDLG identifies required competencies before performance planning (with mean, 3.7808). This implies that there is identification of the required competencies prior performance planning to make sure that employees perform to their best to be in position to delivering better services to the service recipients in the district.

On statement “**Employees are given an opportunity to give their personal opinion of the performance targets they can achieve**”, 61.6% agreed with statement, 21.9% strongly agreed, 4.1% were not sure, 8.2% disagreed and 4.1% strongly disagreed. This indicates that majority of the respondents agreed with the statement that Masindi District Local Government gives employees an opportunity to give their personal opinion of the performance targets they can achieve (with mean, 3.8904). This implies employees at Masindi District Local Government are given chance to present their personal views regarding performance targets that can be achieved in a specified period of time.

On statement “**MDLG incorporates development strategies in performance planning**”, 58.9% agreed with statement, 24.7% strongly agreed, 5.5% were not sure, 6.8% disagreed and 4.1% strongly disagreed. This indicates that majority of the respondents agreed that Masindi District Local Government incorporates development strategies in performance planning (with mean, 3.9315). This implies that Masindi District Local Government integrates development strategies in the process of performance planning so that employees are directed towards the development strategies that helps to perform well.

On statement “**In Masindi District Local Government, resources are available to improve the performance of departments and their staff**”, 74.0% agreed with statement, 20.5% strongly agreed, 1.4% were not sure, 1.4% disagreed and 2.7% strongly disagreed. This indicates that majority of the respondents agreed that Masindi District Local Government has available resources to improve the performance of departments and their staff (with mean, 4.0822). This implies that Masindi District Local Government allocates enough resources to all departments to ensure there is improved performance of these departments and staff for better service delivery.

On statement “**The performance expectations are usually defined in employee individual work plan and job description**”, 65.8% agreed with statement, 24.7% strongly agreed, 2.7% were not sure, 2.7% strongly disagreed and 4.1% disagreed. This means that most of the respondents agreed that employees’ performance expectations are usually defined in their individual work plan and job description (with mean, 4.0411). This implies that Masindi District Local Government has in place personal work plan and job description that defines every employee’s expected result and this helps employees to work towards their expectations for better service delivery.

On statement “**Performance planning has enhanced MDLG’s labor productivity**”, 57.5% agreed with statement, 32.9% strongly agreed, 4.1% were not sure, 2.7% strongly disagreed and 2.7% strongly disagreed. This means that most of the respondents agreed with statement that performance planning has enhanced labor productivity in Masindi District Local Government (with mean, 4.2329). This implies that there is improved productivity of employees as a result of proper performance planning at Masindi District Local Government and this has improved service delivery to the service recipients.

On statement “**MDLG goals has been attained as a result of performance planning**”, 63.0% strongly agreed with statement, 20.5% agreed, 2.7% were not sure, 6.8% disagreed and 6.8% strongly disagreed. This means that most of the respondents agreed with statement that Masindi District Local Government goals have been attained as a result of performance planning (with mean, 3.8356). This implies that Masindi District Local Government has been in position to achieve its predetermined goals and objectives because of proper performance planning and therefore service delivery has improved.

On statement “**The performance planning has led to increased employee motivation**”, 49.3% agreed with statement, 37.0% strongly agreed, 2.7% were not sure, 6.8% disagreed and 4.1% strongly disagreed. This means that most of the respondents agreed with statement that performance planning has led to increased employee motivation at Masindi District Local Government (with mean, 4.0548). This implies that because of better performance planning at Masindi District Local Government, employees’ motivation levels hence effective service delivery to the service recipients in the district.

# 5.2 Correlation analysis

In order to ascertain the relationship between performance planning and employee performance, the researcher decided to carry out a correlation analysis on the scale of 0.1 – 0.49 as weak, 0.5- 0.69 as moderate, 0.7-0.89 strong and 0.9-0.99 either positive or negative.

# Table 5.2: Pearson Correlation

|  |  |  |
| --- | --- | --- |
|  | **Performance planning**  | **Employee performance**  |
| Performance Planning  | Pearson correlation | 1 | .889\*\* |
| Sig.(2-tailed) |  | .000 |
| N  | 73 | 73 |
| Employee Performance  | Pearson correlation | . 889\*\* | 1 |
| Sig.(2-tailed) | .000 |  |
| N | 73 | 73 |

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

**Source: Primary Data (2021)**

The results on Table 5.2 above show that there is a statistically significant strong relationship between performance planning and employee performance at Masindi District Local Government (r = 0.889, p<.01). The results indicate that when performance planning is effective in Masindi District Local Government, the performance of employees will possibly be high. It is thus important to examine whether the relationship is predictive or not and whether the individual components of performance planning influence employee performance in Masindi District Local Government by running regression model below.

# Table 5.3:Model Summary

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Model** | **R** | **R Square** | **Adjusted R Square** | **Std. Error of the Estimate**  |
| 1 | .889a | .715 |  .712 | .16343 |

*a. Predictor: (Constant), Performance Planning*

**Source: Primary Data (2021)**

Table 5.3 gives the findings of the Model Summary of the regression analysis. From the findings in Table 5.3, the value of R Square was 0.889which represents 88.9%. This shows that 89.1% change in employee performance in Masindi District Local Government is explained by performance planning. The implication of this finding to the current study is that apart from performance planning, there are other determinants such as level satisfaction, compensation and remuneration and many others that influence employees’ performance in Infectious Diseases Institute that is recommended for further studies to be done. More specifically, these other factors explain 11.9% change in employees’ performance in Masindi District Local Government.

# Table 5.4:Analysis of Variance (ANOVA)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Model** | **Sum of Squares** | **Df** | **Mean Square** | **F** | **Sig.** |
| 1 | Regression | 123.032 | 1 | 123.032 | 7548.960 | .005a |
| Residual | 1.109 | 72 | .029 |  |  |
| Total  | 124.141 | 73 |  |  |  |

1. Predictor: (Constant), Performance Planning
2. Dependent Variable: Service Delivery

 **Source: Primary Data (2021)**

Table 5.4 gives the findings on the Analysis of Variance (ANOVA) that was conducted at 5% level of significance. The ANOVA results show that there is a positive relationship between performance planning and employee performance in Masindi District Local Government (F = F = 123.032, P< 0.005). This implies that when performance planning is effective for employees in Masindi District Local Government, their performance will be high.

# Table 5.5: Coefficients

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Model** | **Unstandardized Coefficients**  | **Standardized Coefficients**  | **t** | **Sig.** |
| **B** | **Std. Error** | **Beta** |
| 1 | (Constant)  | 2.221 | .356 |  | 6.244 | .000 |
| Performance Planning | .400 | .121 | .889 | 3.297 | .002 |

1. *Dependent Variable: Service Delivery*

**Source: Primary Data (2021)**

From the overall regression coefficient Table 5.5, the findings indicated that when performance planning is kept constant in Masindi District Local Government, employee’s performance would be at 2.221. The finding also indicated that an increase in 2.221would in increase performance of employees by 0.400. The regression model generated was: Y = 2.221+ 0. 400 (where: Y= employee performance and X = performance planning).

In conclusion, the results indicate that performance planning accounts for about 88.9% of the variation in employee performance in Masindi District Local Government. This therefore, requires that Masindi District Local Government to ensure that performance planning is in favor of all employees since they play a significant role towards their performance. The coefficients indicate that a unit increase in performance planning would improve employee performance by a factor of 2.221. This implies that effective performance planning significantly accounts for better performance of employees in Masindi District Local Government.

# CHAPTER SIX

# 6.0 PERFORMANCE MONITORING AND EFFECTIVE EMPLOYEE PERFORMANCE

# 6.1 Introduction

In this section, findings on objective two; which is how performance monitoring ensures effective employee performance at MDLG are presented. The variables were analyzed using a five-point Likert scale and the results are presented in descriptive tables, showing the percentages, means and standard deviations. They are further explained using correlations in order to show relationship between the variable followed by regression analysis to find the extent on how performance monitoring ensures effective employee performance at Masindi District Local Government. An attempt was also made to present a comparison of qualitative and quantitative findings of the variables.

# Table 6.1: Descriptive statistics on how performance monitoring ensures effective employee performance in Masindi District Local Government

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Statement** | **SD** | **D** | **NS** | **A** | **SA** | **Mean**  | **Std. Dev.** |
| The methods of appraising performance of staff are revised periodically in MDLG | 9.6% | 9.6% | 6.8% | 65.8% | 8.2% | 3.5342 | 1.09395 |
| The appraisal of employee performance decisions taken by the different managers/administrators who are purposely hired to do that | 5.5% | 1.4% | 2.7% | 71.2% | 19.2% | 3.9726 | .88149 |
| Trained and experienced officials in MDLG often manage the employee appraisal reviews | 6.8% | 12.3% | 9.6% | 63.0% | 8.2% | 3.5342 | 1.04193 |
| Persons monitoring the employees have the right motives as far as developing the organization is concerned | 2.7% | 6.8% | 2.7% | 60.3% | 27.4% | 4.0274 | .91245 |
| Employees are given an opportunity to communicate what could have led them to fail hitting their targets | 5.5% | 8.2% | 5.5% | 49.3% | 31.5% | 3.9315 | 1.09708 |
| The employees are given an opportunity to point out major challenges to affecting their work roles | 1.4% | 2.7% | 2.7% | 76.7% | 16.4% | 4.0411 | .65486 |
| The decisions taken after employee appraisal are always fair and not biased for all classes of employees | 6.8% | 8.2% | 5.5% | 75.3% | 4.1% | 3.6164 | .95205 |
| Performance monitoring has enhanced MDLG’s labor productivity | 9.6% | 2.7% | 6.8% | 57.5% | 23.3% | 3.8219 | 1.12228 |
| MDLG goals has been attained as a result of performance monitoring  | 13.7% | 12.3% | 8.2% | 41.1% | 24.7% | 3.5068 | 1.35527 |
| The performance monitoring has led to increased employee motivation | 8.2% | 9.6% | 11.0% | 60.3% | 11.0% | 3.5616 | 1.07995 |

Source: Primary Data, (2021).

*Key; SD-Strongly Disagree, D-Disagree, NS-Not Sure, A- Agree, SA-Strongly Agree*

Results on Table 6.1 on the statement “**The methods of appraising performance of staff are revised periodically in MDLG**” 65.8% agreed with the statement, 8.2% strongly agreed, 6.8% were not sure, 9.6% disagreed and 9.6% strongly disagreed. This indicates that majority of the respondents agreed with statement that the methods of appraising performance of staff are revised periodically at Masindi District Local Government (with mean, 3.5342). This implies that the Masindi District Local Government ensures that the appraisal of staff performance is periodically revised so that to identify areas of weakness that needs to be improved.

On statement “**The appraising performance decisions taken by the different managers/administrators who are purposely hired to do that purpose**”, 71.2% agreed with statement, 19.2% strongly agreed, 2.7% were not sure, 1.4% disagreed and 5.5% strongly disagreed. This indicates that majority of the respondents agreed with statement that reviewing employees’ performance decisions is taken at different management levels who are carefully selected for carrying out review exercise (with mean, 3.9726). This implies that the decisions regarding employee performance appraisal at Masindi District Local Government are taken at different levels of management that are carefully selected to carry out performance review.

On statement “**Trained and experienced officials in MDLG often manage the employee appraisal reviews**”, 63.0% agreed with statement, 8.2% strongly agreed, 9.6% were not sure, 12.3% disagreed and 6.8% strongly disagreed. This means that most of the respondents agreed that trained and experienced officials at Masindi District Local Government often manage the employee appraisal reviews (with mean, 3.5342). This implies that Masindi District Local Government has well trained and experienced officials for managing employees’ appraisal reviews to identify weak spots that need capacity development.

On statement “**Persons monitoring the employees have the right motives as far as developing the organization is concerned**”, 60.3% agreed with statement, 27.4% strongly agreed, 2.7% were not sure, 6.8% disagreed and 2.7% strongly disagreed. This means that most of the respondents agreed that officials monitoring the performance of employees have the right motives as far as developing Masindi District Local Government is concerned (with mean, 4.0274). This implies that Masindi District Local Government officials responsible for managing the evaluation of employees have the right motives to develop Masindi District Local Government.

On statement “**Employees are given an opportunity to communicate what could have led them to fail hitting their targets**”, 49.3% agreed with statement, 31.5% strongly agreed, 5.5% were not sure, 8.2% disagreed and 5.5% strongly disagreed. This indicates that majority of the respondents agreed with statement that Masindi District Local Government give its employees an opportunity to communicate what could have led them to fail hitting their targets (withmean, 3.9315). This implies that Masindi District Local Government ensure that its employees are allowed to communicate issues that may prevent them from hitting their performance targets so that there is proper plan to develop their capability.

On statement “**The employees are given an opportunity to point out major challenges to affecting their work roles**”, 76.7% agreed with statement, 16.4% strongly agreed, 2.7% were not sure, 1.4% disagreed and 2.7% strongly disagreed. This indicates that majority of the respondents agreed with statement that Masindi District Local Government give its employees an opportunity to point out major challenges to affecting their work roles (with mean, 4.0411). This implies that to plan for employee’s capacity develop, employees in the Masindi District Local Government are given chance to air out the challenges that affect their work roles.

On statement “**The decisions taken after employee appraisal are always fair and not biased for all classes of employees**”, 75.3% agreed with statement, 4.1% strongly agreed, 5.5% were not sure, 8.2% disagreed and 6.8% strongly disagreed. This indicates that majority of the respondents agreed with statement that the decisions taken after employee appraisal are always fair and not biased for all classes of employees (with mean, 4.0411). This implies that the decisions at Masindi District Local Government are taken after employee appraisal is always fair and not biased for all categories of employees.

On statement “**Performance monitoring has enhanced MDLG’s labor productivity**”, 57.5% agreed with statement, 23.3% strongly agreed, 6.8% were not sure, 9.6% strongly disagreed and 2.7% strongly disagreed. This means that majority of the respondents agreed that performance monitoring has enhanced the productivity of employees at Masindi District Local Government (with mean, 3.8219). This implies that employees at Masindi District Local Government are productive since there is performance monitoring of employees whereby if there is need for capacity development it is done in the right time.

On statement “**MDLG goals has been attained as a result of performance monitoring”**, 41.1% strongly agreed with statement, 24.7% agreed, 8.2% were not sure, 13.7% strongly disagreed and 12.3% disagreed. This means that majority of the respondents agreed that the goals of Masindi District Local Government has been attained as a result of performance monitoring (with mean, 3.5068). This implies that there has been attainment of the predetermined goals due to proper performance monitoring because every performance gap has been closed in improving performance of employees.

On statement “**The performance monitoring has led to increased employee motivation**”, 60.3% agreed with statement, 11.0% strongly agreed, 11.0% were not sure, 8.2% strongly disagreed and 9.6% strongly disagreed. This indicates that most of the respondents agreed with the statement that the performance monitoring has led to increased employee motivation (with mean, 3.5616). This implies that employees’ motivation has increased as a result of performance monitoring program at Masindi District Local Government.

# 6.2 Correlation analysis

In order to ascertain the relationship between performance planning and employee performance, the researcher decided to carry out a correlation analysis on the scale of 0.1 – 0.49 as weak, 0.5- 0.69 as moderate, 0.7-0.89 strong and 0.9-0.99 either positive or negative.

# Table 6.2: Pearson Correlation

|  |  |  |
| --- | --- | --- |
|  | **Performance monitoring**  | **Capacity development** |
| Performance monitoring  | Pearson correlation | 1 | .891\*\* |
| Sig.(2-tailed) | 73 | .000 |
| N  |  | 73 |
| Capacity development | Pearson correlation | .891\*\* | 1 |
| Sig.(2-tailed) | .000 |  |
| N | 73 | 73 |

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

Source: Primary Data (2021)

The results in Table 6.2 above shows that there is a statistically strong relationship between performance monitoring and employee performance in Masindi District Local Government (r = 0.891, p<.01). The results clearly indicate that when there is effective performance monitoring in Masindi District Local Government, the performance of employees will be high. It is thus important to examine whether the relationship is predictive or not by running simple regression model below.

# Table 6.3: Model Summary of performance monitoring and employee performance

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Model** | **R** | **R Square** | **Adjusted R Square** | **Std. Error of the Estimate**  |
| 1 | .891a | .788 |  .796 | .14561 |

*a. Predictor: (Constant), Performance Monitoring*

Source: Primary Data (2021)

Table 6.3 gives the findings of the Model Summary of the regression analysis. From the findings in Table 6.3, the value of R Square was 0.796 which represents 79.6%. This shows that 79.6% change in employee performance at Masindi District Local Government is explained by performance monitoring. The implication of this finding to the current study is that apart from performance monitoring, there are other determinants such as employee attitudes, government standing orders, individual differences, management and leadership styles, organizational culture, staff motivation and many others that influence employees’ performance other than performance monitoring that is recommended for further studies to be done. More specifically, these other factors explain 20.4% change in employees’ performance Masindi District Local Government.

# Table 6.4: Analysis of Variance (ANOVA)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Model** | **Sum of Squares** | **Df** | **Mean Square** | **F** | **Sig.** |
| 1 | Regression | 246.219 | 1 | 246.219 | 13506.663 | .000a |
| Residual | 2.042 | 72 | .018 |  |  |
| Total  | 248.261 | 73 |  |  |  |

1. *Predictor: (Constant), Performance Monitoring*
2. *Dependent Variable: Employee Performance*

**Source: Primary Data (2021)**

Table 6.4 gives the findings on the Analysis of Variance (ANOVA) that was conducted at 5% level of significance. The ANOVA results show that there is significant strong relationship between performance monitoring and employee performance in Masindi District Local Government (F = 13506.663, P< 0.005). This implies that when performance monitoring is effective, employee performance will be high in Masindi District Local Government.

# Table 6.5: Coefficients

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Model** | **Unstandardized Coefficients**  | **Standardized Coefficients**  | **t** | **Sig.** |
| **B** | **Std. Error** | **Beta** |
| 1 | (Constant)  | 1.914 | .355 |  | 5.386 | .000 |
| Performance monitoring  | .542 | .128 | .891 | 4.246 | .000 |

1. *Dependent Variable: Employee Performance*

**Source: Primary Data (2021)**

From the overall regression coefficient Table 6.5, the findings indicated that when performance monitoring is kept Constanta Masindi District Local Government, employee performance would be at 1.914. The finding also indicated that an increase in performance monitoring would in increase performance of employees by 0.542. The regression model generated was: Y = 1.914 + 0.542X (where: Y= Employee Performance and X = Performance monitoring).

In inclusion, the results indicate that there is a strong relationship between performance monitoring and employee performance at Masindi District Local Government and performance monitoring for about 79.6% of the variation in employee performance. The regression model indicates that any improvement in performance monitoring would improve employee performance by a factor of 1.914. This implies that effective performance monitoring will significantly improve employee performance at Masindi District Local Government.

# CHAPTER SEVEN

# 7.0 PERFORMANCE FEEDBACK AND EMPLOYEE PERFORMANCE AT MASINDI DISTRICT LOCAL GOVERNMENT

# 7.1 Introduction

In this section, findings on objective there; which is how performance feedback improves the performance of employees at Masindi District Local Government are presented. The variables were analyzed using a five-point Likert scale and the results are presented in descriptive tables, showing the percentages, means and standard deviations. They are further explained using correlations in order to show relationship between the variable followed by regression analysis to find the extent on how performance feedback improve the performance of employees at Masindi District Local Government. An attempt was also made to present a comparison of qualitative and quantitative findings of the variables.

# Table 7.1: Descriptive statistics on how performance feedback improves the performance of employees at Masindi District Local Government

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Statement** | **SD** | **D** | **NS** | **A** | **SA** | **Mean**  | **Std. Dev.** |
| Management provides timely performance reports to all concerned staff and management | 8.2% | 5.5% | 5.5% | 71.2% | 9.6% | 3.6849 | 1.01210 |
| The feedback given in MDLG is often combined with a solution for employees to improve their performance | 6.8% | 1.4% | 1.4% | 65.8% | 24.7% | 4.0000 | .97183 |
| The feedback from the employee appraisal of their performance is often given in a gentle manner | 13.7% | 9.6% | 8.2% | 50.7% | 17.8% | 3.4932 | 1.28153 |
| The feedback we get reflects a great effort that management has taken to have a good appraisal exercise | 5.5% | 4.1% | 6.8% | 69.9% | 13.7% | 3.8219 | .91807 |
| When employees continually fail on their targets, then a logical solution is always given by management | 6.8% | 11.0% | 5.5% | 58.9% | 17.8% | 3.6986 | 1.10158 |
| The feedback from the appraisal is often kept confidential especially when it is very negative | 6.8% | 5.5% | 4.1%  | 68.5% | 15.1% | 3.7945 | .99943 |
| Areas for improvement are often clearly highlighted after ever performance appraisal exercise | 6.8% | 4.1% | 5.5% | 57.5% | 26.0% | 3.9178 | 1.05084 |
| Performance feedback has enhanced MDLG’s labor productivity | 5.5% | 2.7% | 5.5% | 67.1% | 19.2% | 3.9178 | .92426 |
| MDLG goals has been attained as a result of performance feedback | 13.7% | 9.6% | 2.7% | 58.9 | 15.1% | 3.5205 | 1.25951 |
| The performance feedback has led to increased employee motivation | 9.6% | 2.7% | 1.4% | 68.5% | 17.8% | 3.8219 | 1.07164 |

**Source: Primary Data, (2021).**

*Key; SD-Strongly Disagree, D-Disagree, NS-Not Sure, A- Agree, SA-Strongly Agree*

Results on Table 6.1 on the statement “**Management provides timely performance reports to all concerned staff and management**” 71.2% agreed with the statement, 9.6% strongly agreed, 5.5% were not sure, 5.5% disagreed and 8.2% strongly disagreed. This means that majority of the respondents agreed that the management of Masindi District Local Government provides timely performance reports to all concerned staff and management (with mean, 3.6849). This implies that the management of Masindi District Local Government ensures that there is a timely performance report to the concerned staff and other stakeholders and this leads to improved efficiency and effectives since weak spot areas will be communicated in time.

On statement “**The feedback given in MDLG is often combined with a solution for employees to improve their performance**”, 65.8% agreed with statement, 24.7% strongly agreed, 1.4% were not sure, 1.4% disagreed and 6.8% strongly disagreed. This indicates that most of the respondents agreed with the statement that Masindi District Local Government gives feedback which is often combined with a solution for employees to improve their performance (with mean, 4.000). This implies that Masindi District Local Government management ensures that there is frequent feedback combined with probable solution for employees to improve performance in terms of efficiency and effectiveness.

On statement “**The feedback from the employee appraisal of their performance is often given in a gentle manner**”, 50.7% agreed with statement, 17.8% strongly agreed, 8.2% were not sure, 13.7% disagreed and 9.6% strongly disagreed. This indicates that most of the respondents agreed with the statement that the feedback from the employee appraisal of their performance is often given in a gentle manner (with mean, 3.4932). This implies that at Masindi District Local Government, employee performance appraisal is often given in out in a well-planned way where every employee is given respect and incase of performance gap, employees are given chance to improve their performance.

On statement “**The feedback we get reflects a great effort that management has taken to have a good appraisal exercise**”, 69.9% agreed with statement, 13.7% strongly agreed, 5.5% were not sure, 11.0% strongly disagreed and 4.1% disagreed. This indicates that most of the respondents agreed with the statement that the feedback employees get reflects a great effort that management of Masindi District Local Government has taken to have a good appraisal exercise (with mean, 3.8219). This implies that Masindi District Local Government give employees feedback which reflects a great effort that the management has taken to have good appraisal exercise.

On statement “**When employees continually fail on their targets, then a logical solution is always given by management**”, 58.9% agreed with statement, 17.8% strongly agreed, 4.7% were not sure, 4.7% disagreed and 6.8% strongly disagreed. This indicates that most of the respondents agreed with the statement that when employees continually fail on their targets, then a logical solution is always given by management (with mean, 3.6986). This implies that when employees continuously fail on their performance targets, Masindi District Local Government always comes with logical solution to overcome the challenges that would lead to the failures to meet performance targets.

On statement “**The feedback from the appraisal is often kept confidential especially when it is very negative**”, 68.5% agreed with statement, 15.1% strongly agreed, 4.1% were not sure, 5.5% disagreed and 6.8% strongly disagreed. This means that majority of the respondents agreed that the feedback from the appraisal is often kept confidential especially when it is very negative (with mean, 3.7945). This implies that Masindi District Local Government ensure that employee performance appraisal feedback is often kept confidential specifically when it is very negative and it takes responsibility of making sure that such negativity is improved.

On statement “**Areas for improvement are often clearly highlighted after even performance appraisal exercise**”, 57.5% agreed with statement, 26.0% strongly agreed, 5.5% were not sure, 4.1% disagreed and 6.8% strongly disagreed. This means that majority of the respondents agreed that the areas for improvement are often clearly highlighted after even performance appraisal exercise (with mean, 3.9178). This implies that Masindi District Local Government ensures that areas of improvement are clearly highlighted when even performance appraisal exercise has been done and this is crucial for improving performance.

On statement “**Performance feedback has enhanced MDLG’s labor productivity**”, 67.1% agreed with statement, 19.2% strongly agreed, 5.5% were not sure, 5.5% strongly disagreed and 2.7% strongly disagreed. This means that majority of the respondents agreed that employees at Masindi District Local Government are responsible for quality and end results of the product/service and they can take decisions independently that geared towards improvement of the company performance (with mean, 3.9178). This implies that employees at Masindi District Local Government are productive since there is performance feedback of employees whereby if there is need for improvement it is done in the right time.

On statement “**MDLG goals has been attained as a result of performance feedback**”, 58.9% agreed with statement, 15.1% strongly agreed, 2.7% were not sure, 9.6% disagreed and 13.7% strongly disagreed. This means that majority of the respondents agreed that each employee at Masindi District Local Government is aware that quality is his/her responsibility and therefore focused on meeting customers’ and the company’s objectives by emphasizing on quality service delivery (with mean, 3.5205). This implies that there has been attainment of the predetermined goals due to proper performance feedback because every performance gap has been closed to improve performance of employees.

On statement “**The performance feedback has led to increased employee motivation**”, 68.5% strongly agreed with statement, 17.8% agreed, 1.4% were not sure, 2.7% disagreed and 9.6% disagreed. This means that majority of the respondents agreed that employees at the performance feedback at Masindi District Local Government has led to increased employee motivation (with mean, 3.8219). This implies that employees’ motivation has increased as a result of proper performance feedback at Masindi District Local Government which identifies areas for improvement.

# 7.2 Correlational analysis

In order to ascertain the relationship between decision making skills on employee performance, the researcher decided to carry out a correlation analysis on the scale of 0.1 – 0.49 as weak, 0.5- 0.69 as moderate, 0.7-0.89 strong and 0.9-0.99 either positive or negative.

# Table 7.2: Pearson Correlation

|  |  |  |
| --- | --- | --- |
|  | **Performance feedback**  | Employee performance |
| Performance feedback  | Pearson correlation | 1 | .911\*\* |
| Sig.(2-tailed) | 73 | .000 |
| N  |  | 73 |
| Employee performance | Pearson correlation | .911\*\* | 1 |
| Sig.(2-tailed) | .000 |  |
| N | 73 | 73 |

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

**Source: Primary Data (2021)**

The results (Table 7.2) show that there is a statistically positive relationship between performance feedback and employee performance at Masindi District Local Government (r = 0.911, p<.01). The results clearly indicate that if their timely performance feedback Masindi District Local Government, the performance of employees will be high. It is thus important to examine whether the relationship is predictive or not by running simple regression model below.

# Table 7.3: Model Summary

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Model** | **R** | **R Square** | **Adjusted R Square** | **Std. Error of the Estimate**  |
| 1 | .911a | .845 | .813 | .17297 |

*a. Predictor: (Constant), Performance Feedback*

**Source: Primary Data (2021)**

Table 7.3 gives the findings of the Model Summary of the regression analysis. From the findings in Table 7.3, the value of R Square was 0.911 which represents 91.1%. This shows that 91.1% change in employee performance at Masindi District Local Government is explained by timely performance feedback of employees. The implication of this finding to the current study is that apart from performance feedback, there are other determinants such as employee attitudes, government standing orders, individual differences, management and leadership styles, organizational culture, staff motivation and many others that influence employees’ performance at Masindi District Local Government that is recommended for further studies to be done. More specifically, these other factors explain 8.9% change in employees’ performance at Masindi District Local Government.

# Table 7.4: Analysis of Variance (ANOVA)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Model** | **Sum of Squares** | **Df** | **Mean Square** | **F** | **Sig.** |
| 1 | Regression | 44.090 | 1 | 244.090 | 4534.312 | .005a |
| Residual | 4.171 | 72 | .036 |  |  |
| Total  | 248.261 | 73 |  |  |  |

1. *Predictor: (Constant), Performance Feedback*
2. *Dependent Variable: Employee Performance*

**Source: Primary Data (2021)**

Table 7.4 gives the findings on the Analysis of Variance (ANOVA) that was conducted at 5% level of significance. The ANOVA results show that there is strongly relationship between performance feedback and employee performance at Masindi District Local Government (F = 4534.312, P< 0.005). The implication of this is that timely performance feedback will improve the performance of employees at Masindi District Local Government.

# Table 7.5: Coefficient

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Model** | **Unstandardized Coefficients**  | **Standardized Coefficients**  | **t** | **Sig.** |
| **B** | **Std. Error** | **Beta** |
| 1 | (Constant)  | 2.411 | .316 |  | 7.622 | .000 |
| Performance Feedback  | .266 | .085 | .911 | 3.144 | .002 |

1. *Dependent Variable: Employee Performance*

**Source: Primary Data (2021)**

From the overall regression coefficient Table 7.5, the findings indicated that when performance feedback is kept constant, employee performance would be at 2.411. The finding also indicated that an increase in timely performance feedback would in increase performance of employees by 0.266. The regression model generated was: Y = 0.266 + 2.411X (where: Y= Employee Performance and X = Performance Feedback).

In conclusion, the findings indicate that there is a significant positive relationship between performance feedback and employee performance at Masindi District Local Government and that timely performance feedback explains about 91.1% of the variation in employee performance. The regression model indicates that any improvement in timely performance feedback would lead to improve employee performance by a factor of 2.411. This implies that timely performance feedback significantly improves employee performance at Masindi District Local Government.

# CHAPTER EIGHT

# 8.0 TOWARDS HARMONIZING STAFF PERFORMANCE APPRAISAL AND EMPLOYEE PERFORMANCE

# 8.1 Introduction

This chapter links the findings to literature review and derives recommendations or the way forward for staff performance appraisal at Masindi District Local Government.

## 8.1.1 How performance planning enhances performance of employees at Masindi District Local Government

The results indicated that there is statistically significant strong relationship between performance planning and employee performance at Masindi District Local Government. This finding is in line with the study of Kourtit & Nijkamp (2011) who found that performance planning is important for an organization especially in this era when organization are continuously dependent of the skills of the employees relative to the technological advancements. The employees, who are proven to have built their competences at their job, are more likely to be promoted, develop the organization and add substantial value to the company. This notion is shared by Vuksic, (2013) who reveals that the performance planning has become very important to organizations that wish to improve the productivity of the employees and the overall institution. Vuksic (2013) reveals that this is possible owing to the benefit that the performance planning and implementation bring about which come in the form of tracking and continuously giving the actual status of employees, paving way for better individual performance from time to time.

Fox & Uys (2002) argued that performance planning is an important component of a performance management which is concerned with setting targets to be pursued within a certain agreed period of time. A performance plan indicates time, task and resources required to accomplish the desired goals (Armstrong 1997). These goals should be measurable (in terms of time and quantity), verifiable and realistic. These targets are used as a means to ensure accountability (Ireland *et al*. 2003). The subordinate has to explain to the supervisor whether the agreed goals or targets have been met or not (OECD 2004). If the targets have not been met the supervisee has to answer why this is the case and this process is called objective responsibility (Gregory, 2007).

It is recommended that; assistance should be provided by supervisors by so doing a realistic plan appropriate to the behavior and set a time frame for improvement and also makes sure that performance review is done from time to time.

There should be a greater clarity in terms of job responsibility so as to know what is expected from the employees to perform better. The key to enjoying a Masindi District Local Government career is to be aware of the job responsibilities and duties which will help avoid any mismatch in the expectations from both the employees’ side as well as Masindi District Local Government’s side.

## 8.1.2 How performance monitoring ensures effective employee performance at Masindi District Local Government

The results show that there is a statistically strong relationship between performance monitoring and employee performance in Masindi District Local Government. The findings that performance monitoring enhances the competences of the employees and this is likely to translate into greater level of customer service quality confirms the study of Tompkin (1995) who found that performance monitoring is one of the most important practicing tools from human resource practices that is used to evaluate performance of the employees on job. The objective of performance monitoring s is to maintain the performance of the employees, up to desired levels, by motivating employees who depends on the workplace environment and rules and regulations at work (Tassew, 2010).

Chenhal (2005) found that the performance monitoring enhances productivity. In the case of this study, the monitoring mechanisms are all designed so as to improve the service that the employees of the institution offer the stakeholders. This notion is shared by other scholars such as Mouritsen (2005). It is further argued by this scholar that the performance monitoring can help identify the areas were changes in behaviour, attitudes and the general conduct are required in the very character of an employee.

The study findings that the employees career growth is determined by performance monitoring support Emojong (2004) findings that in-house training programmes through on job training, job related seminars and team building events in the organization affect the performance of the staff. These findings also echoed the views of Taylor (2003) that performance appraisal process offers employees the opportunity to receive both constructive and developmental framed feedback about their strengths and weaknesses and growth potential which enhance their career growth.

Kandula (2010) found that performance monitoring provides the skills to transform performance appraisal into an on-going dialogue and development with benefits for the individual employee, teams, managers and organizations. Evaluation of performance is the procedure of working in the direction of achieving the performance expectations made during performance planning.

Based on the above, the study gives the ways forward as follows;

The study recommends that for sustainability of the employee performance, Masindi District Local Government should look for best practices of performance monitoring that will be appealing to the employees as a strategy for enhanced employee’s output

Masindi District Local Government should ensure that performance monitoring is structured in such a way that it would identify relevant training needs. When this is done, it will ensure that staff is given the necessary training which when given will ensure a better work output.

## 8.1.3 How performance feedback improves the performance of employees at Masindi District Local Government

The results revealed that there is a statistically significant positive relationship between performance feedback and employee performance at Masindi District Local Government. The regression model results further confirmed that the performance feedback is quite a serious factor when it comes to the enhancement of service delivery.

The findings collate with the study of Kaplan and Norton (2008) who found that while performance management measures such as the feedback are generally constructive to the productivity of the employees, once mismanaged, they can lead to the eventual collapse of the organization because the management will have a wrong and biased view of the workforce competences. Several other writers have indicated and concluded on the link between the employee performance feedback and the eventual performance of the employees (Rudd, 2008).

The study of Solmon & Podgursky (2010) also confirms that effective performance feedback between employees and supervisors is the key to at Masindi District Local Government organization productivity. Regular feedback helps employees focus their work activities so the employees, the department, and the organization to achieve their goals. It builds accountability, since employees and supervisors participate in developing goals, identifying competencies, discussing career development and employee motivation.

Performance feedback has significant potential to benefit employees in terms of individual and team performance. Taylor, Fisher and Ilgen (1984) suggest that feedback is essential for organizational effectiveness and that a lack of feedback can lead to anxiety, inaccurate self-evaluations, and a diversion of effort toward feedback gathering activities. Moreover, effective performance feedback has the potential to enhance employee engagement, motivation, and job satisfaction (Aguinis*et al*., 2011).

Performance feedback is a critical component of all performance managements. It can be defined as information about an employee’s past behaviors with respect to established standards of employee behaviors and results. Effective performance feedback is timely, specific, behavioral in nature, and presented by a credible source. The goals of performance feedback are to improve individual and team performance, as well as employee engagement, motivation, and job satisfaction (Aguinis, 2016).

According to Islam & Rasad (2006), performance feedback is effective in changing employee work behavior and enhances employee job satisfaction and performance. On the other hand, it is necessary to analysis and understands the feedback which is always ignored its complexities. Feedback may improve performance under some conditions. However, in other conditions, feedback may not impact performance or even prove detrimental to performance (Kluger & DeNisi, 1996; Locke & Latham, 1990). According to this perspective, it further indicates that a number of factors, including characteristics of the feedback source and message, and timing issues such as the amount and frequency of feedback employees received attitudinal outcomes of feedback.

Based on the above, the study gives the ways forward as follows;

Feedback to performance appraisal results should be improved to help employees know their shortcoming and correct it immediately, which would result in employee motivation to improve performance. In doing so, supervisors should pin point the problem behaviours and make sure the employee is aware of it and to understand the consequences of the problem. Get employee’s commitment to change and make sure he cares about the change.

There should be deliberate efforts by top management of Masindi District Local Government to ensure that all staff, regardless of level of education and position get a clear appreciation of Masindi District Local Government’s Mandate, mission and vision; and how these translate into departmental objectives and ultimately individual targets, outputs, and measurable indicators to be used to measure performance periodically.

Performance management in public institutions should be considered and implemented by persons who have experience in the performance planning. These persons should be able to help turn around the performance management of Masindi District Local Government and other such institutions.

There should be periodic reports given to all the concerned stakeholders such as management and the employees about the performance monitoring of the institution at large. The reporting should give an update of the trends in the institution with regard to Performance Management. Areas of improvement can easily be identified or suggested by the workforce rather than by a single independent unit or department at Masindi District Local Government.

There is need for Masindi District Local Government to identify the key training needs for the employees in the various departments from time to time. This will be a good step in building the employee competences. By this step, service delivery targets shall easily be identified by the institution and the entire workforce.

# CHAPTER NINE

# 9.0 SUMMARY AND CONCLUSIONS AND RECOMMENDATIONS

# 9.1 Introduction

This chapter looks at the summary of the findings, conclusions, recommendations and areas of further study. This chapter discussed a summary of all the study findings obtained from the field and conclusions.

# 9.2 Summary of findings

This section gives a summary of findings as presented in previous chapters.

The results show that there is a statistically strong relationship between performance planning on employee performance in MDLG (r = .712, p<.05). The Model Summary value of R Square was 0.712 which represents 71.2% change in employee performance in MDLG is explained by these performance planning that include intuitive decision making, rational decision making and collaborative decision making.

The results show that there is a statistically strong relationship between performance monitoring and employee performance in Masindi District Local Government (r = 0.796, p<.05). The Model Summary value of R Square was 0.788 which represents 79.6% and this shows that change in employee performance at Masindi District Local Government is explained by performance monitoring. The implication of this finding to the current study is that apart from performance monitoring, there are other determinants such as employee attitudes, government standing orders, individual differences, management and leadership styles, organizational culture, staff motivation and many others that influence employees’ performance other than performance monitoring that is recommended for further studies to be done.

The results show that there is a statistically strong relationship between performance feedback and employee performance at Masindi District Local Government (r = 0.813, p<.01). The Model Summary value of R Square was .813 which represents 81.3%. This shows that 91.6% change in employee performance at Masindi District Local Government is explained by timely performance feedback of employees. The implication of this finding to the current study is that apart from performance feedback, there are other determinants such as employee attitudes, government standing orders, individual differences, management and leadership styles, organizational culture, staff motivation and many others that influence employees’ performance at Masindi District Local Government that is recommended for further studies to be done. More specifically, these other factors explain 8.4% change in employees’ performance at Masindi District Local Government.

# 9.3 Conclusions

The following conclusions can be drawn from the study findings with a view to enrich the current understanding of staff performance appraisal and Employee Performance at Masindi District Local Government.

Performance planning is a significant predictor of performance of employees at Masindi District Local Government. There is a strong relationship between performance planning and employee performance at Masindi District Local Government and performance planning accounts for about 89.1% of the variation in employee performance in Masindi District Local Government. This therefore, requires that Masindi District Local Government to ensure that performance planning is in favor of all employees since they play a significant role towards their performance. The coefficients indicate that a unit increase in performance planning would improve employee performance by a factor of 2.221. This implies that effective performance planning significantly accounts for better performance of employees in Masindi District Local Government.

Performance monitoring is noted to be a significant predictor of employee performance at Masindi District Local Government. There is a strong relationship between performance monitoring and employee performance at Masindi District Local Government and performance monitoring for about 79.6% of the variation in employee performance. The regression model indicates that any improvement in performance monitoring would improve employee performance by a factor of 1.914. This implies that effective performance monitoring will significantly improve employee performance at Masindi District Local Government.

Performance feedback is noted to be a significant predictor of employee performance at Masindi District Local Government. There is a strong relationship between performance feedback and employee performance at Masindi District Local Government and timely performance feedback explains about 91.6% of the variation in employee performance. The regression model indicates that any improvement in timely performance feedback would lead to improve employee performance by a factor of 2.411. This implies that timely performance feedback significantly improves employee performance in Masindi District Local Government.

# 9.4 Recommendations

## Performance planning and performance of employees

The performance standards should be pegged against an individual actual performance which is essential for employee motivation.

The appraisal process should be accurate and consider the current job descriptions to boost the employee productivity and motivation.

The study recommends that different raters can be used to increase the accuracy of performance evaluation and increase employee’s perceptions of fairness that can increase staff morale towards work.

## Performance monitoring and performance of employees

The managers should quickly address the skills gaps which have a significant impact on the employee’s motivation. There should be regular evaluations based on recent favorable or unfavourable events rather than whole years’ worth of activities.

Subordinate evaluations should be used to give valuable information on improving the employee’s motivation. Peers or co-workers are also in a better to evaluate the individual employee performance than the supervisor which can have a positive impact on work motivation.

## Performance feedback and performance of employees

The study suggests that performance reviews should be focused on the contributions of the individual employees to meet the organizational goals.

The study also suggests that the reward system should be varied to encourage the staff to be creative to meet the organization goals.

It is also suggested that performance feedback must be free from errors based on the personal bias like stereotyping to have a positive effect on employee productivity.

# 9.5 Areas of further research

Further research should be done on the impact of performance appraisal practices on employee productivity in the public sector.

There should also be further research on how performance appraisal helps employee engagement in the public sector.

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# APPENDINCES

# Appendix I: Self-Administered Questionnaire

**Dear respondent,**

I am **ALINDA HORRACE** a student of Nkumba University conducting research as a partial requirement for the award of a Master’s degree of Business Administration. The research topic is “***Staff Performance Appraisal and Performance of Employees in the public service in Uganda; A Case of Masindi District Local Government***”. You are kindly requested to answer the following questionnaire in order to assist the researcher administering it to collect data on the above topic. This research is intended to be used for academic purposes only and results of this study will be treated with utmost confidentiality. Kindly spare some time and answer the questions by writing in the space provided or ticking against the answer of your choice appropriately. Thank you for your cooperation in advance.

**Section (A): Demographic Characteristics of Respondents**

**1**. Gender

Male Female

**2**. Age Group

21 – 30 yrs 31 – 40 yrs 41 – 50 yrs Over 50 yrs

**3**. Marital Status

Single Married Separated Widowed

**4**. Highest level of education

Certificate Diploma Degree Post Graduate

Other (Please specify): ………………………………………..

**5**.Period worked in MDLG?

Less than 3 yrs 3 – 6 yrs 7 – 10 yrs Over 10 yrs

**SECTION B: Performance planning and employee performance at Masindi District Local Government**

***Instruction****: Tick (√) the box with your appropriate answer and that best describes the extent to which you agree with each of the statements afterward: 1-Strongly Disagree (SD), 2-Disagree (D), 3-Not Sure (NS), 4- Agree (A), 5-Strongly Agree (SA)*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| SN |  | **SD** | **D** | **NS** | **A** | **AS** |
| **1** | MDLG follows an annual employee performance plan so as to get the best from its employees. |  |  |  |  |  |
| **2** | MDLG spells out performance objectives before planning |  |  |  |  |  |
| **3** | MDLG identifies required competencies before performance planning |  |  |  |  |  |
| **4** | Employees are given an opportunity to give their personal opinion of the performance targets they can achieve |  |  |  |  |  |
| **5** | MDLG incorporates development strategies in performance planning |  |  |  |  |  |
| **6** | In MDLG, resources are available to improve the performance of departments and their staff |  |  |  |  |  |
| **7** | The performance expectations are usually defined in employee individual work plan and job description |  |  |  |  |  |
| **8** | Performance planning has enhanced MDLG’s labor productivity |  |  |  |  |  |
| **9** | MDLG goals has been attained as a result of performance planning  |  |  |  |  |  |
| **10** | The performance planning has led to increased employee motivation |  |  |  |  |  |

**SECTION C: Performance monitoring and Employee Performance at Masindi District Local Government**

***Instruction****: Tick (√) the box with your appropriate answer and that best describes the extent to which you agree with each of the statements afterward: 1-Strongly Disagree (SD), 2-Disagree (D), 3-Not Sure (NS), 4- Agree (A), 5-Strongly Agree (SA)*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| SN |  | **SD** | **D** | **NS** | **A** | **SA** |
| 1 | The methods of appraising performance of staff are revised periodically in MDLG |  |  |  |  |  |
| 2 | The appraisal of employee performance decisions taken by the different managers/administrators who are purposely hired to do that |  |  |  |  |  |
| 3 | Trained and experienced officials in MDLG often manage the employee appraisal reviews |  |  |  |  |  |
| 4 | Persons monitoring the employees have the right motives as far as developing the organization is concerned  |  |  |  |  |  |
| 5 | Employees are given an opportunity to communicate what could have led them to fail hitting their targets |  |  |  |  |  |
| 6 | The employees are given an opportunity to point out major challenges to affecting their work roles |  |  |  |  |  |
| 7 | The decisions taken after employee appraisal are always fair and not biased for all classes of employees  |  |  |  |  |  |
| 8 | Performance monitoring has enhanced MDLG’s labor productivity |  |  |  |  |  |
| 9 | MDLG goals has been attained as a result of performance monitoring  |  |  |  |  |  |
| 10 | The performance monitoring has led to increased employee motivation |  |  |  |  |  |

**SECTION B: Performance Feedback and Employee Performance at Masindi District Local Government**

***Instruction****: Tick (√) the box with your appropriate answer and that best describes the extent to which you agree with each of the statements afterward: 1-Strongly Disagree (SD), 2-Disagree (D), 3-Not Sure (NS), 4- Agree (A), 5-Strongly Agree (SA)*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| SN |  | **SD** | **D** | **NS** | **A** | **SA** |
| 1 | Management provides timely performance reports to all concerned staff and management  |  |  |  |  |  |
| 2 | The feedback given in MDLG is often combined with a solution for employees to improve their performance |  |  |  |  |  |
| 3 | The feedback from the employee appraisal of their performance is often given in a gentle manner  |  |  |  |  |  |
| 4 | The feedback we get reflects a great effort that management has taken to have a good appraisal exercise |  |  |  |  |  |
| 5 | When employees continually fail on their targets, then a logical solution is always given by management |  |  |  |  |  |
| 6 | The feedback from the appraisal is often kept confidential especially when it is very negative |  |  |  |  |  |
| 7 | Areas for improvement are often clearly highlighted after ever performance appraisal exercise |  |  |  |  |  |
| 8 | Performance feedback has enhanced MDLG’s labor productivity |  |  |  |  |  |
| 9 | MDLG goals has been attained as a result of performance feedback |  |  |  |  |  |
| 10 | The performance feedback has led to increased employee motivation |  |  |  |  |  |

**Thank you once again for your precious time and attention**

# APPENDIX II: Interview Guide

Dear Respondent,

The aim of this interview is to get data on “***Staff Performance Appraisal and Performance of Employees in the public service in Uganda; A Case of Masindi District Local Government***”. You have been purposely selected given your level of knowledge and position. All information provided is solely for academic purposes and shall be treated with highest confidentiality.

1. Does Masindi District Local Government have staff performance appraisal are in place?
2. If yes in (qn1), what approaches of staff performance appraisal are applied?
3. How does the management plan for performance and align it to the service delivery?
4. Does the management do performance monitoring based on capacity development?
5. Does the management provide performance feedback based on employee performance?
6. In your own understanding, in what ways does staff performance appraisal at Masindi District Local Government affect the performance of its employees?

**Thank you for your time**

# APPENDIX III: Krejcie and Morgan (1970) Table for Determining Sample Size

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| N | S | N | S | N | S | N | S | N | S |
| 10 | 10 | 100 | 80 | 280 | 162 | 800 | 260 | 2800 | 338 |
| 15 | 14 | 110 | 86 | 290 | 165 | 850 | 265 | 3000 | 341 |
| 20 | 19 | 120 | 92 | 300 | 169 | 900 | 269 | 3500 | 246 |
| 25 | 24 | 130 | 97 | 320 | 175 | 950 | 274 | 4000 | 351 |
| 30 | 28 | 140 | 103 | 340 | 181 | 1000 | 278 | 4500 | 351 |
| 35 | 32 | 150 | 108 | 360 | 186 | 1100 | 285 | 5000 | 357 |
| 40 | 36 | 160 | 113 | 380 | 181 | 1200 | 291 | 6000 | 361 |
| 45 | 40 | 180 | 118 | 400 | 196 | 1300 | 297 | 7000  | 364 |
| 50 | 44 | 190 | 123 | 420 | 201 | 1400 | 302 | 8000 | 367 |
| 55 | 48 | 200 | 127 | 440 | 205 | 1500 | 306 | 9000 | 368 |
| 60 | 52 | 210 | 132 | 460 | 210 | 1600 | 310 | 10000 | 373 |
| 65 | 56 | 220 | 136 | 480 | 214 | 1700 | 313 | 15000 | 375 |
| 70 | 59 | 230 | 140 | 500 | 217 | 1800 | 317 | 20000 | 377 |
| 75 | 63 | 240 | 144 | 550 | 225 | 1900 | 320 | 30000 | 379 |
| 80 | 66 | 250 | 148 | 600 | 234 | 2000 | 322 | 40000 | 380 |
| 85 | 70 | 260 | 152 | 650 | 242 | 2200 | 327 | 50000 | 381 |
| 90 | 73 | 270 | 155 | 700 | 248 | 2400 | 331 | 75000 | 382 |
| 95 | 76 | 270 | 159 | 750 | 256 | 2600 | 335 | 100000 | 384 |