

**APPRAISING OF STAFF AND PERFORMANCE OF COMMERCIAL BANKS IN
UGANDA; A CASE OF CENTENARY BANK, ENTEBBE ROAD BRANCH.**

BY

KWESIGA EDWARD

INDEX NO: 2016/AUG/MBA/M220324/WKD/KLA

**A 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.**

OCTOBER, 2018

DECLARATION

I Kwesiga Edward, hereby declare that this dissertation is my original work and that it has not been presented to any University or institution of higher learning for any academic award and where other people's work has been used, due acknowledgement has been made.

Signed

.....

Date:

KWESIGA EDWARD

(Student)

APPROVAL

This is to certify that this dissertation has been done under my supervision and guidance and is ready for submission to the University for examination with my approval.

Signed

Date

.....

.....

MR. FREDRICK. M. NGOBO

(SUPERVISOR)

DEDICATION

This piece of work is dedicated to my Dad Mr. Kagirita Fred for the fatherly love, financial support and advice. My associates Mr. Atek Kagirita, Mrs. Atwine Allen, Ms. Komujuni Penelope, Mr. Nahabwe Nark among other colleagues for their great inspiration, mentorship and tremendous courage that you continue to bless me with. Am honored to say;

“Thank you so much”.

ACKNOWLEDGEMENTS

To my Lord and savior Jesus Christ, all the honor and glory for the opportunity to do this Masters Degree, research and the ability to utilize the gained knowledge and experience. Apart from the efforts I made, the success of this project depended largely on the encouragement and guidelines of many others.

I take this opportunity to express my gratitude to the many people who have been instrumental in the successful completion of this research, nothing concrete can be achieved without an optimal combination of the inspiration and perspiration. No work accomplished without the guidance of the experts. It is only the critiques from ingenious, intellectuals that help transforms the product into a quality product.

I am very grateful to my supervisor Mr. Fredrick. M. Ngobo for his guidance right from the start to the end of this study. This dissertation is a joint contribution of the student, respondents and my supervisor. I am heavily indebted to their contribution towards the success of this academic research work.

In a special way, I wish to thank the staff on-site of Centenary Bank, Entebbe Road Branch for the support and cooperation during data collection exercise, my line manager and workmates for the support when my schedule could not permit me to be in two places at the same time.

My heartfelt thanks extended towards my friends and course-mates; Mugisha Hellen, Akoragye Dickson, Mpairwe Fabiano, Byamukama Onesmus, Rubanza John, Arinaitwe Olivia, Emma Daniel, Grace Gordon among others. Their valuable guidance and social support helped me to complete this piece of work.

Above all, I thank my Lord for his faithfulness, love, strength, guidance and protection throughout my academic struggle.

Table of contents

DECLARATION	i
APPROVAL	ii
DEDICATION.....	iii
ACKNOWLEDGEMENTS	iv
Table of contents.....	v
List of Figures.....	xiv
LIST OF ACRONYMS.....	xv
OPERATIONAL DEFINITIONS.....	xvi
ABSTRACT	xviii

CHAPTER ONE:INTRODUCTION

Background to the study.....	1
Statement of the Problem	6
Purpose of the Study	7
Objectives of the study.....	7
Research Questions	8
Research hypotheses	8
Scope of the study.....	9
Content scope	9
Geographical Scope	9
Time Scope.....	9
Significance of the study	10
Arrangement of the dissertation.....	10

CHAPTER TWO:STUDY LITERATURE

Introduction	12
Literature survey	12
Literature review.....	14
Theoretical review	14
The concept of appraising staff.....	16
Performance in Organization.....	24
Measuring Organization Performance	25

Performance standards and efficiency and effectiveness	25
Performance measurement and Accountability	25
Employee feedback and Customer satisfaction	28
Conceptual frame work	30

CHAPTER THREE: METHODOLOGY

Introduction	32
Research design	32
Area of study	32
Study Population.....	32
Sample size	33
Sampling methods.....	33
Data collection procedure	34
Sources of Data.....	34
Primary sources.....	34
Secondary sources.....	34
Data collection methods	34
Interviewing method	34
Documentary review method.....	35
Questioning method	35
Data collection instruments.....	35
Interview guide	35
Self-Administered Questionnaire	36
Documentary review checklist	36
Reliability and validity of the instruments	36
Reliability	36
Validity	37
Data processing.....	37
Data Analysis.....	38
Ethical considerations	38
Limitations of the study.....	38

CHAPTER FOUR:RESPONDENTS' PERSONNEL CHARACTERISTICS

Age of respondents	39
Respondents were requested to reflect their age brackets and their responses are as summarized in the table below.	39
Gender of respondents.....	39
Marital status of respondents.	40
Highest education level attained.	40
Respondents' department of work.	41
Length of service at Centenary Bank, Entebbe Road Branch.	Error! Bookmark not defined.

CHAPTER FIVE:PERFORMANCE STANDARDS, EFFICIENCY AND EFFECTIVENESS IN CENTENARY BANK, ENTEBBE ROAD BRANCH

Introduction	43
The bank has established performance standards to be used in appraising staff.	43
The standards are set in view of the bank's strategic objectives.	44
Effective performance standard enables managers to evaluate and measure productivity	Error! Bookmark not defined.
Bookmark not defined.	
Providing visibility and clarifying accountability relates to performance expectations	46
Management clearly communicates strategic business objectives to the bank staff	47
The bank provides appropriate learning and development opportunities to its staff in view of the set standards.....	51
Regularly tracking progress against performance goals provides opportunity to recognize and reward employees for performance.....	52
Centenary Bank recognizes and rewards top performers.....	53
Centenary Bank links performance to compensation clearly	54

CHAPTER SIX:PERFORMANCE MEASUREMENT AND ACCOUNTABILITY IN CENTENARY BANK, ENTEBBE ROAD BRANCH

Introduction	58
Performance measurement system measures the outputs and outputs of the bank	58
Incentive is more powerful motivator for employees to improve the quality of their performance	59

Evaluating quality and employee satisfaction impacts on accountability effectiveness	60
Centenary Bank includes performance measures that track institutional specific objectives	62
Exploratory use of performance measurement systems communicates strategy	63
Communication eliminates ambiguity and confusion about the organization's objectives.....	64
Centenary Bank goals and measures are differentiated from the standard set of performance measures	66
The implementation of a performance measurement system is successful if there is support and commitment	67
Performance measurement serves an accountability function for Centenary Bank, Entebbe Road Branch	68

**CHAPTER SEVEN:STAFF APPRAISAL FEEDBACK AND CUSTOMER
SATISFACTION IN CENTENARY BANK, ENTEBBE ROAD BRANCH**

Introduction	72
My organization is engaged in providing positive feedback for good performance	72
Feedback is ongoing and supports performance appraisal	73
Delivering regular relevant job feedback enhances customer satisfaction	74
Monitoring the feedback process ensures you can adjust to keep customer happy.....	75
Striking up interesting conversations with customers results in acquisition of wealth of information	76
Current performance feedback in my organization is fair and unbiased on staff side.....	77
Self-confidence is built through feedback.....	78
The regular feedback process ensures positive reinforcement	79
My manager discusses regularly my job performance with me	80
I enjoy discussing about my performance with customers.....	81
I am satisfied with the way my organization provides me with feedback	81
Regular feedback can help employees learn how to better address customer concerns	82
My manager communicates with me frequently about my performance.....	83
Feedback avails valuable information that can be used to make important decisions.....	84
I always get adequate feedback on my performance.	85
Centenary Bank rewards valuable customers for their loyalty	86

**CHAPTER EIGHT:HARMONIZATION OF APPRAISING OF STAFF AND
PERFORMANCE AT CENTENARY BANK, ENTEBBE ROAD BRANCH**

Introduction	93
How performance standards have influenced efficiency and effectiveness in Centenary Bank, Entebbe Road Branch.....	93
How performance measurement has affected Accountability in Centenary Bank, Entebbe Road Branch	96
How employee feedback has enhanced Customer satisfaction in Centenary Bank, Entebbe Road Branch	100

CHAPTER NINE:SUMMARY, CONCLUSION AND RECOMMENDATIONS

Introduction	107
Summary of findings.....	107
How performance standards have influenced efficiency and effectiveness in Centenary Bank, Entebbe Road Branch.....	107
How performance measurement has affected Accountability in Centenary Bank, Entebbe Road Branch	108
How employee feedback has enhanced Customer satisfaction in Centenary Bank, Entebbe Road Branch	109
Conclusion.....	110
How performance standards have influenced efficiency and effectiveness in Centenary Bank, Entebbe Road Branch.....	110
How performance measurement has affected Accountability in Centenary Bank, Entebbe Road Branch	110
How employee feedback has enhanced Customer satisfaction in Centenary Bank, Entebbe Road Branch	111
Recommendation of findings.....	112
Areas for further study	112
References	113
Appendices	118
Appendix A	119
APPENDIX B:.....	123

List of Tables

Table 3.1: Distribution of the study population and sample size as well as sampling method used	33
Table 3.2: Age Bracket of the Respondents	39
Table 3.3: Gender of the Respondents	39
Table 3.4: Current Marital Status of the Respondents	40
Table 3.5: Highest Education Level attained	40
Table 3.6: Department of Work	41
Table 3.7: Duration in Service with Centenary Bank	42
Table 4.1: Responses on whether the bank has established performance standards to be used in appraising staff	43
Table 4.2: Responses on the standards are set in view of the bank's strategic objectives	44
Table 4.3: Responses on the effective performance standard enables managers to evaluate and measure productivity	45
Table 4.4: Responses on providing visibility and clarifying accountability relates to performance expectations	46
Table 4.5: Management clearly communicates strategic business objectives to the bank staff	47
Table 4.6: Responses on whether the bank management communicates clearly performance standards to bank staff	48
Table 4.7: Responses on whether the management welcomes staff comments about the set standards	49
Table 4.8: Responses on whether Centenary Bank evaluate performance and delivers incentives in a fair and consistent manner	50
Table 4.9: Responses on whether the bank provides appropriate learning and development opportunities to its staff in view of the set standards	51
Table 4.10: Regularly tracking progress against performance goals provides opportunity to recognize and reward employees for performance	52
Table 4.11: Responses on whether Centenary Bank identifies organizational career paths for employees	53
Table 4.13: Responses on whether Centenary Bank links performance to compensation clearly	54

Table 4.14: Correlations	55
Table 4.15: Model Summary	56
Table 4.16: Analysis Of Variance (ANOVA)	56
Table 4.17: Coefficients	57
Table 5.1: Responses on whether performance measurement system measures the inputs and outputs of organizations	58
Table 5.2: Incentive is more powerful motivator for employees to improve the quality of their performance	59
Table 5.3: Responses on whether evaluating quality and employee satisfaction impacts on accountability effectiveness.....	60
Table 5.4: Responses on whether lack of useful performance measures impacts negatively on the demonstration of accountability	61
Table 5.5: Responses on whether Centenary Bank includes performance measures that track institutional specific objectives.....	62
Table 5.6: Responses on whether exploratory use of performance measurement systems communicates strategy	63
Table 5.7: Responses on whether communication eliminates ambiguity and confusion about the organization's objectives	64
Table 5.8: Responses on whether Centenary Bank reports on standards set of performance measures are reviewed annually	65
Table 5.9: Responses on whether Centenary Bank goals and measures are clearly differentiated from the standard set of performance measures	66
Table 5.10: responses on whether the implementation of a performance measurement system is successful if there is support and commitment	67
Table 5.11: Responses on whether performance measurement serves an accountability function for Centenary Bank, Entebbe Road Branch	68
Table 5.12: Correlations	69
Table 5.13: Model Summary	70
Table 5.14: Analysis Of Variance (ANOVA)	70
Table 5.15: Coefficients	71

Table 6.1: Responses on whether my organization is engaged in providing positive feedback for good performers	72
Table 6.2: Responses on whether feedback is ongoing and supports performance appraisal	73
Table 6.3: Responses on whether delivering regular relevant job feedback enhances customer satisfaction	74
Table 6.4: Responses on whether monitoring the feedback process ensures you can adjust to keep customer happy	75
Table 6.5: Responses on whether striking up interesting conversations with customers results in acquisition of wealth of information	76
Table 6.6: responses on whether current performance feedback in my organization is fair and unbiased on staff side	77
Table 6.7: Responses on whether self-confidence is built through feedback	78
Table 6.8: Responses on whether the regular feedback process ensures positive reinforcement	79
Table 6.9: Responses on whether my manager discusses regularly my job performance with me	80
Table 6.10: Responses on whether I enjoy discussing about my performance with customers	81
Table 6.11: Responses on whether I am satisfied with the way my organization provides me with feedback	82
Table 6.12: Responses on whether regular feedback can help employees learn how to better address customer concerns	83
Table 6.13: responses on whether my manager communicates with me frequently about my performance	84
Table 6.14: Feedback avails valuable information that can be used to make important decisions	85
Table 6.15: Responses on whether I always get adequate feedback on my performance	86
Table 6.16: Responses on whether Centenary Bank rewards valuable customers for their loyalty	87
Table 6.17: Correlations	88
Table 6.18: Model Summary	88
Table 6.19: Analysis Of Variance	89
Table 6.20: Coefficients	89

Table 7.1: Responses on whether the Bank maintains the best performing staff.....	71
Table 7.2: Responses on whether the staff are encouraged to work harder	72
Table 7.3: Responses on whether the staff execute duty in time.....	73
Table 7.4: There is great team work in the bank	74

List of Figures

Figure 2.1: Conceptual framework diagram.....	31
---	----

LIST OF ACRONYMS

BARS	Behaviorally anchored rating scale-
CBU	Central Bank of Uganda
CEOs	Chief Executive Officer
CMS	Critical Management Studies
HR	Human Resource
MBO	Management by Objective
NPM	Network Performance Measurement.
PMS	Performance Measurement Systems
SPSS	Statistical Package for Scientists
TVs	Television

OPERATIONAL DEFINITIONS

Performance

Performance is defined as the extent to which an organizational member contributes to achieving the goals of the organization (Armstrong, 2009).

Appraisal

Appraisals are judgments of the characteristics, traits and performance of others. On the basis of these judgments we assess the worth or value of others and identify what is good or bad. Employees also wish to know their position in the organization. Appraisals are essential for making many administrative decisions: selection, training, promotion, transfer, wage and salary administration etc. Besides they aid in personnel research.

Staff appraisal

Staff appraisal is a structured discussion between a manager and an employee. Appraisals usually take place annually, with a mid-year review after six months. However, companies should encourage two-way communication between managers and employees throughout the year to ensure that there are no surprises during the appraisal. A staff appraisal system can stimulate a dialogue between managers and employees that helps align operational performance with strategic goals (Armstrong et al, 2005)

Appraising of staff

This refers to the process by which a manager or consultant examines and evaluates an employee's/staff work behavior by comparing it with preset standards, documents the results of the comparison, and uses the results to provide feedback to the employee to show where improvements are needed and why.

Performance appraisal

Performance appraisal refers to managers' evaluation of their subordinates' job performance with the aim of managing and improving individual performance (Mansor 2011). Performance appraisal can be used to align individual performance expectations with organizational goals and also can be used to identify individual needs for capacity building or training required in achieving those goals.

Organizational performance

The performance of an organization is related to its capacity to deliver basic goods and services, and to provide a suitable policy and regulatory environment for development to take place. Performance is therefore measured by the results (outputs/outcomes) that an organization produces (Boachie et al, 2012).

Commercial bank

Commercial banks can refer to a bank or a division of a bank that mostly deals with deposits and loans from corporations or large businesses, as opposed to individual members of the public (retail banking) (Roberts, 2003).

Accountability

The obligation of an individual or organization to account for its activities, accept responsibility for them, and to disclose the results in a transparent manner. It also includes the responsibility for money or other entrusted property (Alexandra et al, 2010).

Efficiency

Efficiency refers to the ability to produce maximum output from the given input with the least waste of time, effort, money, energy and raw materials. It can be measured quantitatively by designing and attaining the input-output ratios of the company's resources like funds, energy, material, labor, etc. (Toppo and Prusty, 2012).

Effectiveness

Effectiveness refers to the extent to which something has been done, to achieve the targeted outcome. It means the degree of closeness of the achieved objective with the predetermined goal to examine the potency of the whole entity (Roberts, (2002).

Customer satisfaction

Customer Satisfaction is when the outcome of the service matches the expectations of the service. As pointed out by Toppo and Prusty,(2012), even though they differ one is a component of the other. Failure to meet needs results in dissatisfaction, or a poor perception of the service quality. Satisfaction can be acknowledged in various senses depending on what needs the customer had before the service; it ranges from feelings of fulfillment, contentment, pleasure, delight, relief, and ambivalence.

ABSTRACT

The study is about appraising of staff and performance of Centenary Bank, Entebbe Road Branch. The study was guided by the following objectives; 1) To examine how appraisal performance standards have influenced efficiency and effectiveness in Centenary Bank, Entebbe Road Branch. 2) To establish how appraisal performance measurement has affected Accountability in Centenary Bank, Entebbe Road Branch. 3) To examine how employee appraisal feedback has enhanced Customer satisfaction in Centenary Bank, Entebbe Road Branch. The research design used was cross sectional survey design. A sample of 66 respondents from Centenary Bank, Entebbe Road Branch was used. The methodology used in this study was both qualitative and quantitative. The questionnaire and interview guide were the main instruments of data collection.

According to the study, appraising staff as a process helped to identify, observe, measure and develop human performance in the bank since it makes an important contribution to effective human resource management and interlinked to the bank's performance. From the study, it was found out that the performance standards for the various departments are in tandem with strategic objectives which revolve around having the most flexible banking services in Uganda by putting in place fair and flexible credit management regime, ensuring that financial transactions are well monitored and handled in time, ensuring that the human resources deliver in the best way for the success of the business, the transactions are well audited to ensure compliance and a couple of other strategic objectives. From the study, it was agreed that when Performance measurement system is rightly done, determining the individual human resource competence at work by measuring their performance against the established yardstick with the expected level of output enables the management to set attainable targets in the given period of time.

The study recommended the need to ensure that fairness is maintained in the appraisal process so that the necessary trust and cooperation will be forthcoming from staff. Further, there is the need to ensure regular feedback. Failure to do this could affect staff interest in the process, as much as possible feedback should be given to staff on their performance.

CHAPTER ONE

INTRODUCTION

Background to the study

The study examines appraising of staff and Performance of commercial banks in Uganda, using a case of Centenary Bank, Entebbe Road Branch. Appraising of staff in organizations is important because employees are encouraged to work hard and fulfill their responsibilities, thus contributing to the overall performance of the organization. In many organizations, appraisals are used to help determine reward outcome by identifying employees who should get the majority of available merit such as pay increases, bonuses and promotions (Fanuel, 2004).

The banking industry in Uganda is growing at the highest rate with more financial institutions coming in play that have endeavored to absorb a significant number of employees' majority of whom are fresh and young graduates. Centenary Bank, Entebbe Road Branch faces high competition and personnel remain the key institution's resource to handle such competition through strategic staff appraising. Despite the importance of Appraising of staff, Centenary Bank, Entebbe Road Branch efforts to emphasize these remains significantly low.

The study on appraising staff and performance of commercial banks was important because according to Sudarshan (2009), organizations are more focused on the need to get more from their employees if they are to achieve organizational objectives. Accurate appraisals are crucial for the evaluation of recruitment, selection, and training procedures that lead to improved performance. Appraisal can determine training needs and occasionally, counseling needs (Fanuel, 2004).

Performance appraisal is a formal system of periodic review and evaluation of an individual's job performance. When it is properly done, performance appraisal provides feedback to employees that will improve their performance and thus organizations also benefit by ensuring that employees' effort and ability make contribution to organizational success (Prowse and Prowse, 2009).

Staff appraisal has been practiced by numerous organizations since centuries. Though performance appraisal system has been debated by many, it is viewed that performance appraisal is an inseparable part of organizational life (Sudarshan 2009). Appraising staff is a process that contributes to the effective management of individuals (Chiang 2010), and teams to achieve high levels of organizational performance (Armstrong, et al, 2005). Shrestha, et al, (2007), opine that Performance appraisal is a broad concept that covers quite a number of activities that is connected to evaluate employees and improve their capability, skill, abilities through training and adequate rewards.

The term appraisal as defined by Crossman (2004) refers to a formal method employed in the evaluation and analysis of given tasks with a major aim of rewarding, appreciating or revising employee performance. Bulitia (2006) states that Staff appraisal systematically evaluates the quality of a worker's performance and as such an appraisal should not be viewed as an end in itself but rather as an important process within a broader performance management system that links organizational objectives, professional development and rewards.

According to Sudarshan (2009) appraisal is the evaluation of worth, quality or merit, so performance appraisal of staff means the evaluation of their performance during a certain period of time. In the organizational context, performance appraisal is a systematic evaluation of personnel by supervisors or others with their performance.

Appraising staff can be defined as the process whereby current performance in a job is observed and discussed for the purpose of adding to that level of performance (Kent, 2007). It refers to the comparison of actual performance against targets set for the employee or against expected employee output. Performance appraisal represents a central function of human resource management and has remained an important topic of investigation among organizational researchers. Performance management incorporates the review of past performance and the setting of objectives for the future (Sudarshan, 2009).

Critical comments about performance appraisal are not new. Perspectives on appraisal have described it as unnecessary (Chiang 2010), as counter - productive, (Scholtes, 1999), as failing to deliver what it takes, or as all seeing 'surveillance technique' for reasserting management control over those working in the flatter and more flexible structures of contemporary organizations

(Kent 2007). These observations are likely to hold in performance appraisal in the Ugandan banking industry, the literature appears to be supporting the notion that staff appraisal affects job satisfaction, motivation, commitment, and to some extent, competence. These outcomes in turn influence organizational performance.

According to Nyaoga, et al, (2010), Performance refers to an inter- related process which ensures that activities and people in local authority contribute as effectively as possible to the authority. Further, all activities and objectives are systematically reviewed in a way which enables a local authority to learn and thereby improve its service to the community (Migiro and Taderera 2010).

Performance refers to the degree of accomplishment of the tasks that make up an employee's job it reflects. Many American corporations have become very result oriented and more emphasis is being placed on measuring performance (Godrick, 2006).

According to Urang, (2009), Organizational Performance is the concept of how effective an organization is in achieving its goals. Every employee in a company contributes to organizational effectiveness. Taking into account skills, experience, motivation and rank some employees play a bigger role than others. These are the people who contribute to the development of organization mainly with their knowledge.

According to Bourne, et al, (2003), the following are the various methods of Organizational Performance Measurement. Balanced Scorecard; Focuses on four perspectives, including customer perspective, internal-business processes, learning and growth and financials to monitor progress towards the organization's strategic goals. Benchmarking; uses standard measurements in a service or industry for comparison with other organizations in order to gain perspective on organizational performance. In and of itself, this is not an overall comprehensive process assured to improve performance; rather, the results from benchmark comparisons can be used in more overall processes. Benchmarking is often perceived as a quality initiative. Business Process Re-engineering; Aims to increase performance by radically redesigning the organization's structures and processes, including by starting over from the ground up. Knowledge Management; Focuses on collection and management of critical knowledge in an organization to increase its capacity for achieving results. Knowledge management often includes extensive use of computer technology.

In and of itself, this is not an overall comprehensive process assured to improve performance. Its effectiveness towards reaching overall results for the organization depends on how well the enhanced, critical knowledge is applied in the organization. Management by Objectives; aims at aligning goals and subordinate objectives throughout the organization. Ideally, employees get strong input to identifying their objectives, time lines for completion. It includes ongoing tracking and feedback in process to reach objectives. MBO is often perceived as a form of planning. Total Quality Management; Set of management practices imposed throughout the organization to ensure that it consistently meets or exceeds customer requirements.

Appraising staff can be very useful. A regular review of each individual's performance provides information about the competence and aspirations of workforce which is essential for planning (Rosa and Forrest, 2008). The system can also encourage commitment to corporate goals and conformity with work group norms. Performance appraisal can serve a wide range of specific uses for the individual and the manager. These include identifying training needs, identifying key skills, improving present performance, improving communications, enhancing commitment, identifying potential, disciplinary documentation and determining pay (Itika, 2007).

The significant role of appraising staff in any establishment of organizations has become indispensable when we talk of organizational success (Fanuel, 2004). The success of any organization is dependent on how well the performance of every employee is effectively appraised and managed. The appraising of staff is a unique and very important aspect of career development which entails a regular review of the performance of employees in the organization (Schraeder et al, 2007) but doesn't stop there but goes further to communicate feedback to the employees.

Employees are put to task to deliver to set challenges through the employment of their competencies. Ideally, this would result in increased innovation, efficiency, high morale to perform, and personal development (Rosa and Forrest, 2008). Properly operating performance appraisal systems provides a clear communication of worker expectations. This is so through knowing what is expected hence assisting an employee work bearing in mind the expected outcome of his or her devotion to work.

In essence, staff performance would result from; positive work habits, job knowledge, team work, productivity and motivation to work (Chiang et al, 2010).

Commercial banks as the most important functionary of the financial system play a dynamic role in the economic development of a country through mobilization of savings and allocation of credit to productive sectors. However, directed and inefficient credit allocation by the commercial banks in various economic sectors without adequate credit appraisal, appraising of staff and monitoring ultimately led to the widespread loan delinquency and deteriorating health of the entire financial system(Fanuel, 2004).

In Uganda, the Banking Sector is composed of the Central Bank of Uganda as the regulatory authority and the regulated Commercial Banks, Non-Bank Financial Institutions and Forex Bureaus. As at December 2014, Uganda had 44 licensed commercial banks (CBU, 2014). Out of the 44 institutions, 31 are locally owned and 13 are foreign owned. Over the last few years, the Banking sector in Uganda has continued to grow in assets, deposits, profitability and products offering. The growth has been mainly attributed to the industry's wild branch network expansion strategy both in Uganda and in the East African community region, the automation of a large number of services, and a move towards emphasis on the complex customer needs rather than traditional "off-the-self" banking products (CBU, 2012). One of the commercial banks in Uganda is Centenary Bank

Centenary Bank is a commercial micro bank operating with over 28 branches country wide. Jacobson, (1999) and Carlton *et. al.*, (2001) assert that the bank is one of the leading providers of microfinance services in rural Uganda. The major problem facing the bank has been identified as failure to manage loan default (Centenary Bank Annual Reports, 2005, 2006, 2007).

The management of the bank depends on incentives to repay on time; instant arrears information and delinquency tracking; immediate action to enforce repayment; and rigorous recovery in case of defaulting to achieve loan repayment (Annual Report, 2005).

Centenary Bank is one of the Commercial Banks licensed by Bank of Uganda, the Central Bank and national banking regulator. The Bank is a large financial services provider with many branches one of them being Entebbe Road Branch in Uganda. It is primarily involved in the promotion of development through loans to rural farmers, processors of agricultural produce,

small manufacturers, small traders, importers and exporters. While engaged in all areas of commercial banking, Centenary Bank has a significant portion of its portfolio in the microfinance arena in an attempt to meet the needs of the many individuals and business entities with limited means that the bank serves.

The introduction of appraisal schemes in Centenary Bank was an effort that was meant to motivate, stimulate and ignite individual performance of staff in each of its branches so as to enable the bank be competitive (Centenary Bank's annual report, 2014). On the contrary the appraisal schemes were viewed by many of the staff in Centenary Bank as a mechanism of introduction of rate pay according to the way they had been categorized. In the end, the appraisal results and reports (2014-2016) indicate that most staff became less committed and motivated and this has endangered good work habits in Centenary Bank which has affected the performance of the Bank.

According to Centenary Bank's rolling strategic plan for the year 2015, the following are the objectives of appraising staff;

The primary objective of appraising staff is to improve the efficiency of the bank by attempting to mobilize the best possible efforts from individuals employed in it. Such appraisals achieve four objectives including performance standards influencing efficiency and effectiveness, performance measurement and accountability and how employee feedback influences customer satisfaction. This study focused on performance standards influencing efficiency and effectiveness, performance measurement and accountability and how employee feedback influences customer satisfaction

Statement of the Problem

It is true that, employees' performance is valuable to be studied for. However, job security and loyalty to the commercial banks are challenged by external market pressure and changing social norms for employees' performance. Notably, employees must be committed to their organization. They must be willing and able to give greater effort to help their organizations to succeed. They must be prepared to go beyond what is expected of them to deliver outstanding work. Good employees feel inspired by their work and care about the future of their organization being successful (Roehling et al, 2005).Preliminary survey at Centenary Bank, Entebbe Road

Branch, observation indicated that employees are largely dissatisfied with internal operational environment which its impact results to retardation of the bank's performance and growth. However, banks offer employees a lower range of pay and not efficiently training them to increase their capability in the bank service.

According to Centenary Bank Performance Review Report (2014), Centenary Bank, Entebbe Road Branch conducts appraising staff periodically; however, little attention is directed to improving the human capital which is the anchor of every organizational success story. Improving manpower requires that staff appraisal becomes an essential tool to assess the individual employee and should be based on consistent feedback such that an appropriate reward system could be ascribed or measures for correction could be put in place. Inadequate of staff appraisal system in Centenary Bank, Entebbe Road Branch unfortunately makes assessment of individual employee extremely difficult and in that vain most organizational targets are not periodically achieved hence lack of direction and low productivity. In this regard therefore, if these problems persist for longer period without being solved, dissatisfaction will spread among the employees and their motivation towards hard working will stagger. This in turn will definitely continue to slow down Centenary Bank, Entebbe Road Branch's endeavor of achieving its intended goals and objectives. This is what prompted the researcher to investigate how appraising staff has affected the performance of Centenary Bank.

Purpose of the Study

The purpose of the study was to examine appraising of staff and performance of Commercial Banks in Uganda, using a case of Centenary Bank, Entebbe Road Branch.

Objectives of the study

This study was guided by the following objectives;

- 1) To examine how appraisal performance standards have influenced efficiency and effectiveness in Centenary Bank, Entebbe Road Branch.
- 2) To establish how appraisal performance measurement has affected Accountability in Centenary Bank, Entebbe Road Branch.

- 3) To examine how employee appraisal feedback has enhanced Customer satisfaction in Centenary Bank, Entebbe Road Branch.

Research Questions

The researcher mapped out vital research questions which needed to be answered. They included the following:

- 1) How has appraisal performance standards influenced efficiency and effectiveness in Centenary Bank, Entebbe Road Branch?
- 2) How has appraisal performance measurement affected accountability in Centenary Bank, Entebbe Road Branch?
- 3) How has employee appraisal feedback enhanced Customer satisfaction in Centenary Bank, Entebbe Road Branch?

Research hypotheses

A hypothesis is a proposition that can be proved or disproved through empirical testing. It is an empirical statement concerning the relationship among variables (Zikmund, 2003). The following four sets of hypotheses were formulated by the researcher to validate or investigate the research problem. The overall set of hypothesis was:

H⁰: There is no significant relationship between appraising staff and Performance of Centenary Bank, Entebbe Road Branch.

H¹: There is a significant relationship between appraising staff and Performance of Centenary Bank, Entebbe Road Branch.

1. The set of hypothesis relating to objective one of the study:

H⁰1: Performance standards have no significant influence on the efficiency and effectiveness in Centenary Bank, Entebbe Road Branch.

H¹1: The performance standards have significant influence on the efficiency and effectiveness in Centenary Bank, Entebbe Road Branch.

2. The set of hypothesis relating to objective two of the study:

H⁰2: Performance measurement has not significantly affected Accountability in Centenary Bank, Entebbe Road Branch.

H¹2: Performance measurement has significantly affected Accountability in Centenary Bank, Entebbe Road Branch.

3. The set of hypothesis relating to objective three of the study:

H⁰3: Employee feedback has not enhanced Customer satisfaction in Centenary Bank, Entebbe Road Branch

H¹3: Employee feedback has enhanced Customer satisfaction in Centenary Bank, Entebbe Road Branch.

Scope of the study

The scope of the study included; content scope, geographical scope and time scope as explained below;

Content scope

The study concentrated on assessing how appraising staff affects performance of Commercial Banks. Appraising staff is the independent variable whereas performance is the dependent variable. Under the independent variable (Appraising staff) the study focused on, Performance standards, and discussing results with employees (feedback). While the dependent variable (performance) focused on customer satisfaction, accountability, efficiency and effectiveness.

Geographical Scope

The study was carried out from Centenary Bank; Entebbe Road Branch is located on Plot 7, Entebbe Road Talenta House, Plot 1892, Kampala. Entebbe Road-256 Kampala

Time Scope

The study considered the period of four years from 2014-2018. This period was considered appropriate because despite the implementation of staff appraising policy at Centenary Bank; Entebbe Road Branch, there has been decline in performance of Centenary Bank; Entebbe Road Branch

Significance of the study

The study is expected to be significant to the different stakeholders that include; the Bank's management, future researchers and government organizations in the following ways;

Management of Centenary Bank;

This shall help the management of Centenary Bank, Entebbe Road Branch to realign itself, as far as performance appraisal was concerned so as to get the best out of it.

Commercial banks in Uganda;

The study shall be of practical significance to other commercial banks in that it can be used as a basis of comparison for reviewing their current approaches to appraising staff so as to attract and retain staff.

Staff of Centenary Bank

This study shall help staff to understand and appreciate the performance appraisal system and the relevance of an objective, systematic and effective performance appraisal.

Academics: The study findings will improve on the current existing body of knowledge regarding appraising of staff and performance of commercial banks.

Researcher: The study if well accomplished will facilitate the researcher's academic accreditation with a Master's degree in Business Administration of Nkumba University.

Arrangement of the dissertation

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

Chapter one; is the introduction, **Chapter two;** presents the study literature which highlights literature survey, literature review and conceptual framework while

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

Chapter four presents background information about the respondents and Centenary Bank, Entebbe Road Branch.

Chapter Five; is the presentation, analysis and interpretation of findings on appraisal performance standards and efficiency and effectiveness in Centenary Bank, Entebbe Road Branch

Chapter Six: is the presentation, analysis and interpretation of appraisal performance measurement and accountability in Centenary Bank, Entebbe Road Branch.

Chapter Seven: is the presentation, analysis and interpretation of employee appraisal feedback and customer satisfaction in Centenary Bank, Entebbe Road Branch

Chapter Eight: is the harmonization of appraising staff and performance of Centenary Bank Entebbe Road Branch.

Chapter Nine: is the summary, conclusion, and recommendations.

CHAPTER TWO

STUDY LITERATURE

Introduction

This chapter contains the research findings of various authors and publications on aspects of the current study. The first section is literature survey, the second section focuses on literature review covering studies carried outside Uganda and their findings in relation to the current study variables and the third section is the conceptual framework.

Literature survey

This section explores studies done in related field of appraising staff and performance of commercial banks in Uganda with the aim of identifying the gaps left by such studies which were filled by the current study. The studies are cited below;

Bumba (2010) carried out research on performance appraisal systems on staff in commercial banks in Uganda. The study involved 300 respondents. The research was carried out using a cross sectional survey design. The researcher used quantitative methods of data collection during the process of data collection and analysis. Data was collected using self-administered questionnaires. In order to answer the research questions, the researcher used Statistical Package for Social Sciences (SPSS) 19 version for data operation and analysis.

The study findings revealed that performance appraisal system impacts other HR systems as well as Centenary Bank strategy. The effectiveness of Centenary Bank's performance appraisal system is a prerequisite for ensuring the success of its selection, training, and employee motivation practices. At a strategic level, the need for rapid and effective Centenary Bank change in today's dynamic social, economic, and political environment requires that employees continually re-align their performance with the evolving goals and objectives of Centenary Bank. The need to continually re-align performance characterizes many organizational departments which continue to struggle with getting their members to embrace the philosophy and practices that are geared at enhancing performance. However, this study did not focus on how performance standards have influenced efficiency and effectiveness in Centenary Bank, Entebbe Road Branch thus leaving a gap which the current study addressed

Kalule (2012) carried out research on impact of appraising staff towards attaining organizational productivity in commercial banks in Uganda, Case study of centenary bank. Analytical and correlation designs were used in the course of the study. Quantitative data was gathered in order to establish the relationship between the independent and dependent variables. The data was collected from a total population of 100 respondents including staff, deputy head staff and head staff. Data was presented in a tabular form with frequencies and percentages for singular classifications of responses. A statistical package for social sciences (SPSS) was used to process the relationship between remuneration and performance

The study findings revealed that participation of employees in appraisal exercise and the use of performance appraisal resulted into an increase in output to centenary bank and higher standard of living to the employee because of promotion given and other necessary reward that motivated the employee to work hard. The researcher concluded that the problem with the centenary bank's appraisal system lies with implementation rather than method. However, much as analysis on impact of appraising staff towards attaining organizational productivity is a critical area of concern, his focus was limited to only performance appraisal techniques adopted in commercial banks and the usefulness of performance appraisal programs, thus leaving a gap which the current study closed

Kakande (2000) carried out research on effectiveness of staff performance appraisal systems in selected branches of centenary bank in Wakiso District. The study adopted a descriptive research design in form of a survey; employing simple random sampling techniques in selecting respondents and a sample size of one hundred and twenty (120) respondents. Structured questionnaires developed in form of a five point Likert scale was used for data collection as they were easy to administer and cheap in terms of cost and time. Data was collected and analyzed by use of scientific package for social sciences (SPSS). A regression model was used to determine the co-efficient of the effectiveness of staff performance appraisal systems.

The study found out that the institution has in place an appraisal system, and this was largely acknowledged by all categories of respondents: junior and senior members. The study noted that there are key performance criteria that have been developed and clearly identified in the appraisal system. Findings showed that to a large extent the criteria have been developed in consultation with workers and appraisers.

Further, respondents indicated general understanding and support from the various stakeholders on the institution's appraisal system. The study found out that most employees show cooperation in the appraisal process. Again, most staff believe that feedback reflects their performance. Further, most staff believe the appraisal system is relevant and do not consider the appraisal process a waste of time. It was noted that the process has helped in identifying systematic factors that are barriers to effective performance. Key challenges identified included low feedback rate and lack of adequate resources, among other challenges. However, the descriptive analysis used by the researcher did not adequately reveal how employee feedback has enhanced Customer satisfaction in Centenary Bank, Entebbe Road Branch which this study endeavoured to fill. Therefore, while a wealth of literature exists on the themes of the proposed study, there was a gap in regard to the study of these variables at Centenary Bank, Entebbe Road Branch.

Literature review

This section presents a review of theories and models that have been developed in the important area of appraising staff and performance outside the Ugandan context with the view of establishing better performance in commercial banks.

Theoretical review

According to Victor Vroom's (1964) Expectancy Theory, an employee performs or is motivated to do so according to the expected result of the work done. Vroom concludes that people will be motivated to the extent that they can perceive links between effort, performance and rewards available. He further argues that performance is a vital component of the expectancy theory. Specifically, he was concerned with the linkage between effort and performance. That employees need to know what to expect after a given task, however it is critical for management to communicate what is expected of the employees. Furthermore, he argued that they must feel confident that if they exert an effort within their capabilities, it will result in a satisfactory performance as defined by the criteria by which they are being measured. However, Vroom under-estimated the fact that employees should feel confident in the process of evaluation in that, if they perform as they are being asked, they will achieve the rewards they value.

Goal Setting Theory

The theory was advanced by Lotham and Locke (1979) when they argued that goals set for employees can motivate them and thus improve their performance.

Employees link target to organization goals where they assess themselves and change their behaviour to attain those targets. When goals are specific, performance and motivation go up. This also happens when challenging but achievable goals are set and feedback is given on their performance. They also point out that employees should also participate in goal setting so as to own them. Feedback is also important as it motivates the employees to achieve high goals. Pintrich (2004) indicates that employees set different goals in different work situations and we cannot always assume that goals are always reachable. Locke and Lotham (2002) argue that setting challenging and specific goals does not assure employees of performance but the achievement of those goals has to be motivating. They agree that commitment on goals is likely to be high when goals are made open and they are not imposed on individuals.

Drummond (2000) argues that the core of the theory is having targeted action where employees opt for objectives that allow them meet their aspirations or needs. Mitchell (1997) opines that challenging goals motivate more than easier ones; moreover, specific goals are more motivating than general goals. Newstrom (2011) believes that setting of goals motivates because there is a deficit to be met between the current and future performance. This creates tension and the employee reduces it by attaining the goals. This in turn raises employees drive, gives competence in work and raises self-esteem which further stimulates the need for personal development. Luthans (2011) points out those goals give direction to the behaviour of employees and gear their efforts to particular outcomes.

The Agency Theory

Economists have long used agency theory to promote a particular understanding of the relationship between performance measurement systems and the provision of incentives (Fama and Jensen, 1983). The theory has been most often employed in research on the mechanisms used by owners to align the interests of CEOs with those of organizations (Gomez-Mejia and Balkin, 1992). The 'principal-agent' problem (Spencer, 2013) revolves around the extent to which a principal must devote effort to minimizing shirking behavior by an agent who is motivated by self-interest and cannot be trusted. In its own way, the theory thus recognizes a core tenet of Critical Management Studies (CMS) - that is, that organizations have differentiated rather than unitarist interests. But the similarity ends there.

Agency theory explores variegated interests from the perspective of: ‘How can organizations, through its owners and stewards, minimize the posited tendency for managers to inappropriately leverage their advantage when managers’ interests are not consonant with those of owners?’ (Dalton et al, 2007: 2). The primacy of shareholder value and owner ‘rights’ is taken for granted; it is assumed that an owner’s expression of self-interest is tolerable, since it somehow embodies a greater good, while that of other organizational actors does not; the function of management systems, including appraisal, is viewed as one of aligning everyone’s activities with the needs of owners, rather than ensuring that owner behavior is aligned with the needs of other stakeholders.

Regardless, agency theory assumes that in most organizations the principal’s goal is the promotion of shareholder value generally held to be a good thing while agents are assumed to be primarily interested in self-aggrandizement (Mansell, 2013; Angwin, 2015). Despite such shortcomings the theory has continued to acquire traction and, as we argue in this paper, become an ideological template for management-staff relationships within organizations.

Levy and Williams (2004) argue ‘that agency theory models have widespread implications for companies at both the individual and organizational level as the links between basic level constructs such as goals and participation could be examined and tied to employee attitudes, employer-employee relationships, employee performance, organizational effectiveness and employee withdraw behaviors.’ Agency theory is founded on distrustful and pessimistic notions of human motivation and behavior. Conceived in the first instance in terms of managerial behaviour and the need to align it with the interests of shareholders, it is asserted that managers then come to view (other) employees in the same distrustful light in which they are viewed themselves (Roehling et al, 2005; Thompson, 2011).

The concept of appraising staff

Appraising staff is a process of identifying, observing, measuring and developing human performance in organizations. The concept of appraising staff has attracted the attention of both academicians and practitioners. The process is also viewed as making an important contribution to effective human resource management as it is closely interlinked to organizational performance (Lunenburg, 2012).

Appraising staff is a management tool that helps management in its drive towards optimizing performance, primarily individual performance and therefore, organization performance now and in the future (Law, 2007).

Lee (2005) defines appraising staff as a process of assessing the performance and progress of an employee or of a group of employees on a given job and his potential for future development. He further argues that performance appraisal consists of all formal procedures used in work organizations to evaluate personalities, contributions and potentials of employees. It is always important for managers and supervisors to get the best performance from their workforce in terms of levels of production and quality of output (Emami, 2011).

In order to achieve this, certain systems or programs such as performance appraisal need to be put in place. The success or failure of performance appraisal programs depends on the philosophy underlying it, its connection with business goal, the attributes and skills of those responsible for its administration. According to Law, (2007), performance appraisal means evaluating employees' current and past performance relative to his or her performance standards.

According to Lunenburg, (2012), appraising staff regularly records an assessment of an employee's performance, potential and developmental needs. This also means that appraisal is an opportunity to take an overall view of work contents, loads and volumes, to look back on what has been achieved during the reporting period and agreed objectives for the next. This definition clearly shows that in appraising employee performance the employee does get feedback about his or her past performance but indicates that in performance appraisal there is the opportunity to assess various aspects of an employee's work performance by looking back at how they have performed in the past and then by looking forward to agree on future objectives or workload.

Staff Performance appraisal process

Staff Performance appraisal system varies from one organization to another. For a performance appraisal scheme to be workable, it should follow a process. Cropanzano, et al, (2009), have identified six steps that need to be followed when using an appraisal system.

1. Establishing performance standard

The first step in the process is the setting up of the standards to be used as the base to compare the actual performance of the employees. Performance standards provide the employee with

specific performance expectations for each major duty. They are observable behaviours and actions which explain how the job is to be done plus the results that are expected for satisfactory job performance. This should be in accordance with the organization strategic goals.

According to Itika, (2007), performance standards should contain certain two basic kinds of information for the benefit of both employee and of supervisor.

2. Communicating performance expectation

In the second step, Malatasta, and Byrne, (2007) explains that communicating performance standard to the employee is very essential. The employee should be informed and the standard should be clearly explained to the employee. This helps the employee to understand his/her role and to know what exactly is expected of him/her. Malatasta, & Byrne, (2007), also share similar view that when conducting performance appraisal, supervisors should clearly convey work expectations and make sure that employees understand these expectations. This can be accomplished by incorporating equal performance standards for all employees.

3. Measuring actual performance

The third step in the process is measuring the actual performance of each employee. Measuring actual performance is to find the worth of employee performance of a task after a given period. To determine what actual performance is, it is necessary to acquire information about it. Four common sources of information are available to managers or supervisors with which they use to measure actual performance: personal observation, statistical reports, oral reports and written reports (Muhammad, et al, 2011). Measurement of actual performance should be done through the criterion set down- any attempt to measure actual performance and different criteria is used will not yield the desired result.

4. Comparing actual performance with standards

After measuring actual performance, it is then compared with the performance standard set in step four. At this stage, Armstrong (2009) indicates that, the deviations between standard performance and actual performance are noted. This will include recalling, evaluating analysis of data recorded of the actual performance (Malatasta, & Byrne, 2007).

5. Discussing result with employee

Having identified deviation between actual performance and standards set, the fifth process is to discuss results with employees.

The result of the appraisal is communicated and discussed with the employee on one-to-one basis. The result, the problem and possible solutions are discussed with the aim of problem solving and reaching consensus. Feedback should be given with a positive attitude as this can have an effect on the employee future performance. The purpose of the meeting should be to solve problems faced and motivate the employees to perform better (Muhammad, et al, 2011).

6. Initiating corrective action if necessary

The final step in the process is decision making. Decisions are taken either to improve the performance of the employee, take the required corrective actions, or the related human resource decision like rewards, promotions, demotions, transfers among others. According to the writer, by going through the above stages when embarking on performance appraisal, studies have indicated that employees have been able to achieve targets set (Itika, 2007).

Methods of performance appraisal

According to Lunenburg, (2012), performance appraisal methods can be broadly classified as (i) measuring (graphic rating scale, mixed-standard scale, forced-choice method, essay method) (ii) behaviour (critical incident method, behavioural checklist, behaviourally anchored rating scale-BARS) and results. On the other hand, Emami, (2011) groups appraisal methods under the following headings; (a) absolute standard (essay method, the critical incident method, adjectives rating scale, behaviourally anchored rating scale-BARS), (b) relative standards (group order ranking, individual ranking, and paired comparison) and (c) objectives. The various methods are described below.

(i) Graphic rating scale

In graphic rating scale method each trait or characteristic to be rated is represented by a scale on which a rater indicates the degree to which an employee possesses that trait or characteristic. In graphic rating scale method subjectivity bias is reduced somewhat the dimension on the scale and scale points are defined as precisely as possible (Lunenburg, 2012).

(ii) Critical incident method

The critical incident method is one of the methods organizations use to appraise its employees. According to Emami, (2011) critical incident occurs when employee behaviour results in unusual success or unusual failure on some part of the job. Muhammad, et al, (2011), explains that critical incident technique involves documentation of instances of employee performance in which particularly effective or ineffective behaviour is observed.

Considering the explanation given by both writers they all emphasize on the fact that good or bad aspect of behaviour is observed which are documented. Malatasta and Byrne, (2007) indicate that one advantage of the critical incident method is that it covers the entire appraisal period therefore, guards against recency error. Critical incident technique has value in performance appraisal since documentation of specific employee behavior is an integral part of performance appraisal, Itika, (2007) however indicates that some drawbacks are basically that, (i) appraisers are required to regularly write these incidents down, and doing this on a daily or weekly basis for all subordinates is time-consuming and burdensome for managers and (ii) critical incidents suffer from the same comparison problem found in essays mainly, they do not lend themselves to quantification. Therefore, the comparison and ranking of subordinates is difficult.

(iii) Essay-method

In essay method, Malatasta and Byrne, (2007) indicate that unlike rating scale, which provides a structure form of appraisal, the essay method requires the appraiser to compose a statement that best describes the employee being appraised. In this method, the appraiser describes the employee's strengths and weaknesses and makes recommendations for his or her development, (Itika, 2007). The method also provides an excellent opportunity to print out the unique characteristics of the employee being appraised. This method however, has some limitations such as time consuming task, also the quality of the performance appraisal may be influenced by that supervisor's writing skills and composition style.

(iv) Behaviorally Anchored Rating Scale (BARS)

This method combines the benefits of narratives, critical incidents and quantified scales by anchoring a rating scale with specific behavioural example of good or poor performance. In (BARS) method, Ikramullah, et al, (2012) indicate that a (BARS) is typically developed by a committee that includes both subordinates and managers.

The committee's responsibility is to identify important characteristics of a job. This in effect points to the fact that when subordinates and managers are involved in developing (BARS) it helps for the appraisal program to be successful thereby contributing to achieving corporate mission. The proponents of this method say that it provides better, more equitable appraisals than other techniques. However, the main disadvantage of (BARS) is that it requires considerable time and effort to develop. In addition, because the scales are specific to particular jobs, a scale designed for one job may not apply to another. Organizations need to consider their goals, employees, and the nature of a job, advantages and disadvantages of the techniques before adopting it (Cropanzano and Folger, 2009).

(v) Behavioral Checklist method

As indicated by Malatasta and Byrne, (2007), the behavior checklist method consists of having the rater check those statements on a list that the rater believes are characteristics of the employee's performance or behaviour. Cropanzano and Folger, (2009), also explain that the rater is provided with a series of statements that describe job-related behaviour. From the explanation given, the three writers share similar views on the behavioral checklist method. Itika, (2007) however, points out that descriptive ratings are likely to be more reliable than evaluative (good-bad) ratings. In choosing a particular method therefore, it is important for an organization to consider its strategic goals and its employees.

(vi) Mixed standard scale

According to Cropanzano and Folger (2009), this method is the modification of the basic rating-scale method. He indicates that instead of evaluating traits according to a single scale, the rater is given three specific descriptions of each trait. The purpose of this is to reflect three levels of performance: superior, average and inferior. After the three descriptions for each trait written, they are accordingly sequenced to form the mixed standard scale. The advantage of the mixed-standard scale method is that the rater does not deal with numbers. Consequently, some of the most common errors associated with rating are overcome.

(vii) Results method

According to Jafari, et al, (2009), instead of looking at traits of employees and the behaviours they exhibit on the job, many organizations evaluate employee accomplishments- the result they achieve through their work. Advocates of result approach argue that they are more objective and

empowering for employees. Results appraisals often give employee responsibility for their outcomes while given them discretion over the methods they use to accomplish them. This is empowerment in action.

Advocates hold the view that there are a number of result measures available to evaluate performance. For instance, sales people are evaluated on the basis of their sales volume, production workers are evaluated on the basis of the units they produce and perhaps the scrap rate or number of defects detected.

(viii) Management by Objective (MBO)

Management by objectives is designed to overcome certain of the inherent problems in the already mentioned technique of performance appraisal. MBO is a philosophy of management first proposed by Peter Drucker in 1954. It is built on the assumption that individuals can be responsible, can exercise self-direction and do not required external controls and threats of punishment to motivate them to work towards their objectives. This, from a motivational point of view, would be representative of Douglas McGregor's Theory 'Y'.

According to Godrick (2006), a system of management by Objectives might allow for staff accepting greater responsibility and for making a higher level of personal contribution. To him, participation is inherent if management by objectives is to work well, and there is an assumption that majority of people" would direct and control themselves willingly if they are involved in the setting of their objectives. MBO possesses a number of advantages. First by participating in the setting of the goals, the individual acquires a stake or a vested interest in trying to meet them Jafari, et al, (2009). Secondly, both supervisor and subordinate are on the same team working for better functioning group. Third, an employee is rated against a fixed rating scale.

Factors influencing effective appraisal system

Godrick (2006) has outlined some requirements for effective appraisal system as follows;

1. Training of Appraisers

Training is a means of supplementing an employee's academic education and to equip one with qualities to enable him or her undertake an assignment at a higher level. Training must always aim at addressing actual rather than imagined. A major weakness of performance appraisal program is that managers and supervisors are not adequately trained for the appraisal task and

provide little meaningful feedback to subordinates (Selden et al, 2001). Most supervisors lack precise standards for appraising subordinate's performance and have not developed the necessary observation and feedback skills, their appraisal often become nondirective and meaningless.

According to Boachie et al, (2012) separate training sessions should be held for at least three groups: raters, rates, and decision makers. The training should cover interviewing techniques, performance coaching and mentoring, counseling, documentation and conducting formal appraisals. Going through these could help improve the effectiveness of appraisals. In developing an effective performance appraisal system, managers and supervisors should understand the most effective technique of appraising employees.

2. Appraisal feedback to employees

Giving individuals feedback on how well employees are doing in their jobs is held to meet a variety of needs; from organizations point of view, it assists effective learning so that tasks are completed correctly and helps maintain and stimulate effort towards specified goals; from the individual's viewpoint, feedback can satisfy any personal need for information on progress and facilitate social comparison with others, Boachie et al, (2012). Selden et al, (2001) also intimate that provision of performance feedback is a necessary condition for goals to have their full effect.

Performance feedback should be specific, timely, accurate understandable, and presented in an atmosphere of cooperation and support so as to improve subsequent employee performance (Fanuel, 2004). The solution also lies in having the manager share with the employees both expectations and disappointments on a day-to-day basis. By providing employees with frequent opportunities to discuss performance before any reward or punishment consequences occur, there will be no surprises at the time of the annual final review (Armstrong, 2009).

3. Reward

The use of reward has been an essential factor in any company's ability to meet its goals. In every establishment of organization, especially in the public sectors, it becomes imperative to have the goal and objectives clearly stated meaning that employer has to give detailed description of each person's role (Lunenbug, 2012), communicate that role to them in a concise manner and adequately reward or correct their performance (Law, 2007). If a company is just developing its appraisal system without a baseline performance to reward accordingly, there is

likely to be a problem from the side of the employee which in turn affects the goal of the organization in general.

4. Job Rotation

According to Emami, (2011) job rotation is the process of switching a person from job to job which increases an employee's capability and value to an organization. Job rotation can be defined as the performance by an employee of a new assignment on a temporary basis for an agreed period of time. Job rotation is position-oriented with management determining the need for a specific job to be done. It is also referred to as where an individual is moved through a schedule of assignments designed to give that individual a breadth of exposure to the entire operation. Job Rotation can be used in a variety of ways to meet the development and training needs of companies and employees, without a break in production. Job rotation is an alternative to job specialization. It is a way to reduce employee boredom and it also facilitates more of an understanding about the organization. Job rotation is moving from one job to another (Cintrón, et al, 2008).Job rotation comes in many forms and is useful in many situations. Job rotation is the systematic movement of employee from one job to another.

Performance in Organization

Armstrong Aslam, et al, (2011) view performance as a record of outcomes produced by an individual in a specified activity given in a specific period of time. Performance is the outcomes of work because they provide the strongest linkage to the strategic goals of the organization; customer satisfaction and economic goals. Roberts, (2003) asserts that performance of an organization is measured in its ability to achieve its set objectives in time through the effective utilization of resources at its disposal. Performance may be used to define what an organization or an employee has accomplished with respect to process results, relevancies, and successes.

Organizational performance and its resultant efficiency and effectiveness can only be achieved when individuals are continuously appraised and evaluated. The inability of organization to install an effective performance appraisal strategy has hindered them from achieving competitive advantage which they require more now than ever before (Armstrong, 2009).

Appraisal processes are not systematic and regular and often characterized by personal influences occasioned by organizations preoccupation to use confidential appraisal system which hinders objectivity and fairness. Often organizations ignore management by objectives, critical incidents to personal prejudices (Law, 2007). This is retrogressive as it affects the overall performance of the individual. 360 degrees appraisal method whereby superiors appraise their subordinates, subordinates appraise their superior and the appraisee appraise himself or herself and the average of all the appraisal taken to arrive at the final appraisal outcome should now be considered by organizations (Chiang, 2010).

Measuring Organization Performance

Toppo, et al, (2012) defines an organization as a social entity that is goal directed and deliberately structured. When reviewing organizational performance, the following aspects are considered where; Armstrong, (2009), asserts that organizations may be assessed basing on output in terms of quality, quantity and timeliness. According to Fanuel, (2004), the concept of competencies where these are knowledge and skills employees require performing the job satisfactorily and including initiative, team work commitment, and customer awareness. These are vital in determining organization performance. Itika, (2007) asserts that organizations are also assessed according to market coverage; the larger the market the higher the performance can also be solely determined by the organization profitability. High profits go hand in hand with high performance.

Performance standards and efficiency and effectiveness

Efficiency and effectiveness are relative terms, not absolutes and require comparison with objectives (particularly in the case of effectiveness), planned or past performance, or the performance of similar organizations (Alexandra, et al, 2010). The pursuit of all three dimensions in this framework can lead in practice to conflict as increases in one element (for example, efficiency), can lead to reductions in others (for example, effectiveness) (Pollitt, 1986).

Performance measurement and Accountability

Performance measurement is the collection, reporting, and reviews of data reflecting various aspects of organizational performance, including service quality, cost-effectiveness and others (Alexandra, et al, 2010).

As the classical upward accountability and compliance with the formal rules in the public sector gradually gives way to the new concept of managerial answerability to a variety of actors operating in the hollow state, the demands for optimizing the performance measurement process increase (Armstrong, 2005). The measures currently used to evaluate publically delivered as well as privatized programs are diverse and complex. They include organizational inputs, processes, outputs and outcomes; reflect internal capacities and external perceptions, and provide both quantitative and qualitative accounts of organizational activities (Armstrong, 2009).

Performance measurement issues are addressed by a multitude of disciplines and respective literatures, including management accounting, management control, public finance, and production modeling from production economics and operational research. In the management accounting literature, private sector performance measurement frameworks developed in the last 20 years have sought to improve organizational accountability by linking strategy and performance to multiple-stakeholder perspectives. These frameworks have also incorporated both financial and nonfinancial measures related to an organization's production function (Boachie-Mensah&Seidu, 2012).

The private sector frameworks could be used by public sector entities to implement reporting requirements using standard benchmarks against which individual service providers' performances could be measured from a compliance perspective. Similarly, individual providers could use these frameworks to measure performance against benchmarks based on past or targeted performance. However, these frameworks are less useful if trying to make comparative evaluations among service providers because they do not provide mechanisms for weighting the importance of different measures (Boachie-Mensah&Seidu, 2012).

A performance measurement system is one of the key elements in the practice of the implementation of network performance measurement (NPM). Several studies addressing the different roles of these systems have relied on several classifications to define and operationalize the use of performance measurement systems. Armstrong (2005) classified the use of performance measurement systems into three: (1) the operational use which is related to operational planning and monitoring processes; (2) incentives use which is related to target setting, incentives provision, and rewards; and (3) exploratory use which is related to prioritization, strategy management and learning, and policy development.

Alexandra, et al, (2010) revealed that in the context of its operational use, a performance measurement system is intended to measure the outputs and outcomes of organizations. The operational use involves operational planning (including the use of performance metrics for the preparation of performance), budget allocation, process monitoring, and the provision of information. Some studies suggest that this role is commonly used within an organization as a basic requirement.

Brown et al, (2010) revealed that incentive provision is closely related to performance. The objectives are to create appropriate goals, so that the manager can show the best performance of the company or organization. Similar was also expressed by Armstrong and Baron (2005) who suggested that high performance depends essentially on a program of incentives in association with job support, which includes an assessment of the work, uniform information, and job security. The incentive is one of more powerful motivations for employees to improve the quality of their performance.

The last of the performance measurement system's roles is its exploratory use. An exploratory use is conceptually associated with interactive use, and corresponds to strategy formulation and the communication of goals, strategy management and learning, and the strategic decision making role (Aslam, and Noor, 2011). The use of performance measurement systems for exploratory purposes can affect organizational performance. This is because the exploratory use of performance measurement systems can communicate strategy, and the communication will eliminate ambiguity and confusion about the organization's objectives. Thus, the organization will get fit and focused in pursuit of its mission and then can intrinsically motivate its public sector managers and employees (Armstrong 2005).

Management commitment is one of the important factors in the use and implementation of performance measurement systems. Management commitment is an emotional attachment, and a form of loyalty, by people who are members of the organization, and who devote their attention, ideas, and responsibilities in order to achieve the missions, values, and goals of their organization (Armstrong, 2005). The implementation of a performance measurement system will be successful if there is support and commitment from all the elements that exist within the organization, starting from the top level, and working down through the middle and lower levels.

Employee feedback and Customer satisfaction

Feedback is an essential element for everyone in an organization's workforce. Giving feedback is a task you perform again and again as a manager or supervisor, letting people know where they are and where to go next in terms of expectations and goals (yours, their own, and the organizations). Feedback is a useful tool for indicating when things are going in the right direction or for redirecting problem performance (Boachie-Mensah, &Seidu, 2012).

Cintrón, and Flaniken, (2008) define feedback as a way to inform the employees about what they need to self-assess and how to improve their performance. Feedback can be seen as one of the most prevalent intervention in the field of organizational behavior management and is a highly popular invention in the domain of applied behavior analysis. This is due to the many benefits feedback provides such as its low cost, flexibility, ease of use and simplicity.

Effectively capturing consumer feedback can help organizations swiftly react and improve the quality of their service processes and delivery systems. In most organizations, frontline employees are a vital source of customer feedback as they interact with customers frequently and intimately (Armstrong, 2005). Effectively providing feedback or coaching performance occurs when an employee and manager work together to ensure a good job is done and results are achieved. This is achieved when both know what to do and how well to do it. It provides additional opportunity for communication between managers and employees but in no way replaces the need for effective day to day communication and management (Aslam, and Noor, 2011).

Effective feedback is critical to the success of each employee, team and company. It motivates employees to improve their job performance by enhancing ability, encouraging effort, and acknowledging results. If included in a managerial strategy and given consistently, effective feedback can reduce employee mistakes, enhance performance and increase efficiency within the workplace. It is therefore critical that managers seeking to increase productivity and reduce costs provide effective feedback to their employees (Brown et al, 2010).

In the performance measurement and evaluation literature, feedback has a positive impact on performance because it improves learning and motivation (Chiang, 2010). However, a century-long body of research has shown that feedback does not uniformly improve performance (Brown

et al, 2010). There is now a consensus that the effect of feedback is contingent on the organizational setting in which it is provided and on the characteristics of the feedback itself (Aslam, and Noor, 2011). In particular, goal setting and incentives stand out as features that appear to increase recipients' attention to feedback and improve the consistency of its effects.

Although feedback is broadly used to improve performance, the feedback outcome highly varies along numbers of dimensions (Cintrón, and Flaniken, 2008). For instance, the result of feedback can differ according to the feedback mechanism used such as verbal or written feedback that is whether the feedback is given orally or provided by text. The second dimension is the recipient of feedback that is whether the feedback is given individually or in a group. The third level is the temporal characteristics of feedback such as when the feedback is given and the duration of feedback that is how much time it takes to give or receive the feedback.

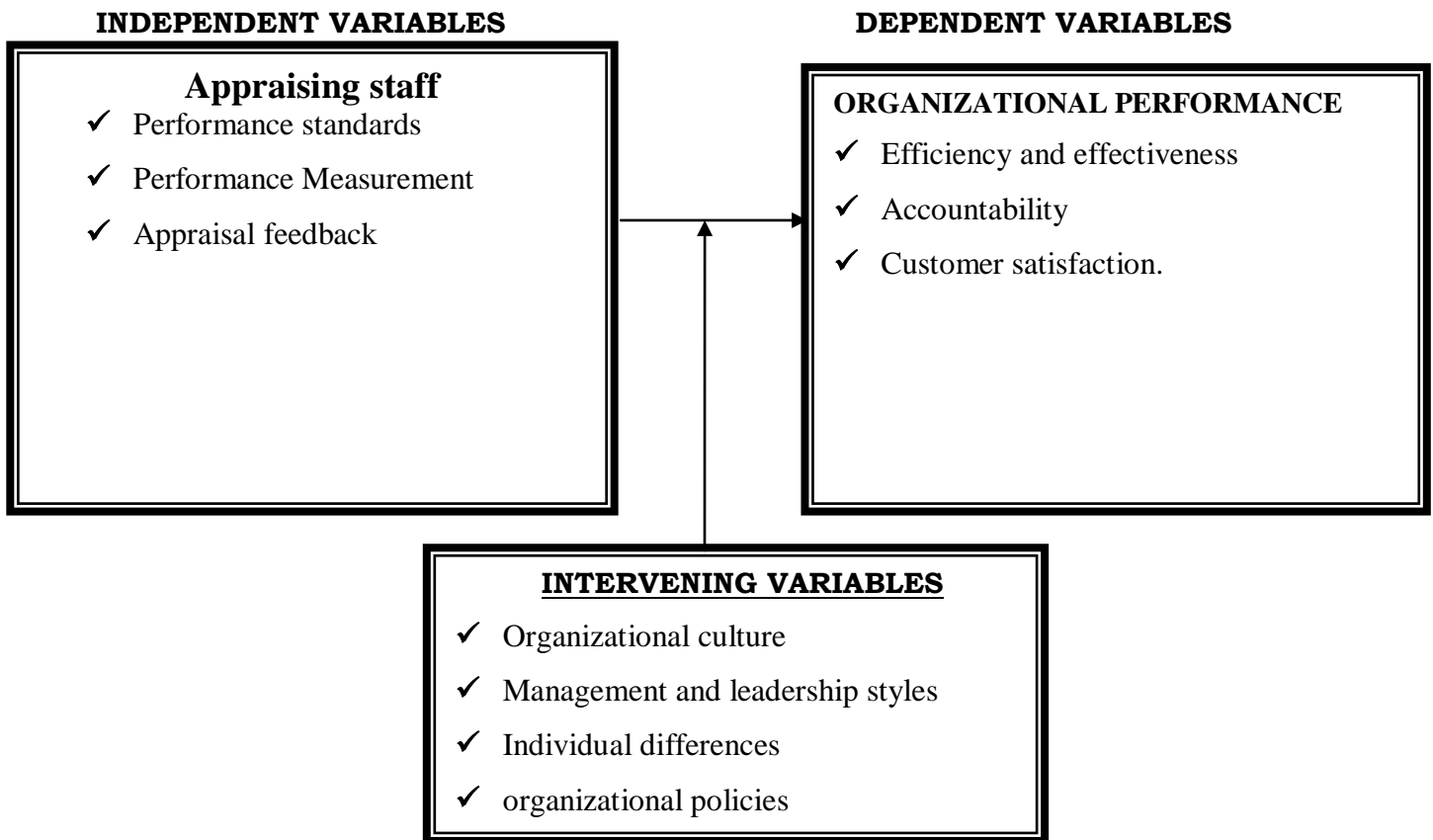
The immediacy of feedback that is how soon the feedback is given, has also a strong impact on the effect the feedback may provide (Cintrón, and Flaniken, 2008). According to Cropanzano, et al (2009), a general rule is that the sooner the feedback is given, the better the outcome will be. Furthermore, by giving immediate and intense feedback, the manager provides a larger amount of feedback in comparison to delayed feedback. Finally, according to Aslam, and Noor, (2011), the effect of feedback before one's action is as important as when the feedback is given after one's action that is it is essential to give continuous feedback, and not only when something wrong happens. The effect of pre-action feedback and post-action feedback is similar and gives an equal result.

According to Danielle, and Buckley (2005), people who feel good about themselves are the ones who produce good results" and good results are an outcome of people' performance. The manager is responsible for developing people's skills, to provide them with specific feedback so they can produce the best possible result. In today's changing world, top down management is too slow. To attain the greatest possible outcome, immediate, quick and clear feedback from the manager is the winning ingredient. To become a manager who gives this kind of feedback, there are three secrets the manager needs to understand and follow when supporting the people to achieve better performance (GodrickBulitia (2006).

Conceptual frame work

According to O'Reilly, (2000), “a conceptual framework is a model of how one theorizes or makes logical sense of the relationships among the several factors that have been identified as important to the problem”. The chosen framework explores the relationship between independent variable and dependent variable. The conceptual framework in this study is as shown in the diagram below

Figure 2.1: Conceptual Framework Diagram



Source: Nyaoga, et al, (2010) and Boachie et al, (2012) as modified by the researcher (2018)

The conceptual framework diagram above explains the relationship that existed between the dependent, independent and intervening variables that all put together, created an impact on performance in any given organization. The independent variable was appraising staff which consisted of setting standards, actual performance measurement and feedback among others. The dependent variable of the study was organizational performance which included efficiency and effectiveness, accountability and customer satisfaction.

These were guided by the intervening variables that consisted of Organizational culture, Management and leadership styles, Individual differences, among other factors. From the framework, the researcher believes that performance could partly be affected by the independent variables leading to either poor performance or good performance. It is important to note that when an employee experiences a state of dissatisfaction, he/she may respond to the imbalance by opting for a number of actions that may lead to low performance and hence failure to achieve personal and organizational goals and objectives.

CHAPTER THREE

METHODOLOGY

Introduction

The chapter presents the methodology used in conducting the study. It reflects the study research design, population of the study, sampling, data collection methods and instruments, data analysis, ethical issues and limitations of the study.

Research design

The study adopted a cross sectional survey design. This is because the data was collected at one point in time. The study used both qualitative and quantitative research approaches. The qualitative approach used to measure the variables that could not be quantified. The quantitative approach was used to analyze quantitative data obtained through questionnaire in order to make sense out of it.

Area of study

The study was carried out from Centenary Bank; Entebbe Road Branch which is located on Plot 7, Entebbe Road Talenta House, Plot 1892, Kampala, Entebbe Road-256 Kampala. The researcher chose Centenary Bank, Entebbe Road Branch because appraising of staff is important since employees are expected to work hard and fulfill their responsibilities, thus contributing to the overall performance of the organization.

Study Population

According to the human resource manual of Centenary Bank, there are over 100 employees. This study targeted both the staff and customers of Centenary Bank Entebbe road branch. They included managers, loan officers and banking officers of Centenary Bank, Entebbe Road Branch. All the selected employees filled the questionnaires adequately. Eighty (80) individuals were selected as target population for this study.

Sample size

A sample of 66 respondents was conceived to participate in the study. The sample size for the current study was selected based on the criteria set according to Mpoga (2000) as shown below:

$$n = \frac{N}{(1+N)(E)^2}$$

Where n= the required sample size

N= the study population

e= the level of significant co-efficient

$$n = \frac{80}{1+80(0.05)^2}$$
$$= \frac{80(0.0025)}{1.2}$$
$$n = 66$$

The target population, the sample size and sampling methods used are distributed as shown in the table below:

Table 3.1: Distribution of the study population and sample size as well as sampling method used

Category	Study population	Sample size	Sampling method
Management Team	20	16	Purposive sampling
Loan officers	30	25	Purposive sampling
Banking officers	53	25	Purposive sampling
Total	80	66	

Source: primary data (2018)

Sampling methods

The study used purposive sampling to determine how many respondents are expected from each stratum. The researcher had to sample respondents from each of the cells

Data collection procedure

The researcher obtained a letter of introduction (shown in appendix C) from the Dean of School of Business Administration Nkumba University to the management of Centenary Bank, Entebbe Road Branch to allow him to carry out the research and also sought permission to collect primary data for the study from individual selected respondents.

Sources of Data

The study used both primary and secondary data sources as explained below;

Primary 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 (Olive Mugenda and Abel Mugenda 2009).

Secondary 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 business reports and newspapers. Secondary data was used because access time was relatively short.

Data collection methods

This study employed the following methods in the collection of data namely; interviewing method, questioning method and document review as explained;

Interviewing method

Interviewing method is the verbal conversation between two people with the objective of collecting relevant information for the purpose of research. Structured and open-ended interviews were carried out. This method of data collection was used because it gives an opportunity to probe and obtain detailed information on an issue. Key respondents (managers, loan officers and banking officers) were interviewed to provide insight into events.

Documentary review method

Existing records often provide insights into a setting and/or group of people that cannot be observed or noted in another way. The document review method included reviewing existing literature, publications of other researchers, text books, journals and other correspondences, reports and minutes, Papers presented in seminars and workshops were reviewed to back up primary data. This method was used to gather secondary data to supplement primary data

Questioning method

A questionnaire is a set of questions for gathering information from individuals/ respondents. Questionnaires can be administered by mail, telephone. The questioning method is used to gather data about knowledge, beliefs, attitudes, and behaviors. It also protects privacy of respondents. The questionnaire was self-administered to collect data from staff relating to appraising of staff and performance of centenary bank Entebbe road branch. Self-administered questionnaires were used to collect data from the respondents.

Data collection instruments

These are the fact finding strategies. The instruments of data collection the researcher used included; self-administered questionnaire, interview guide and document review checklist as explained below;

Interview guide

An interview guide helped the researcher conduct formal interviews with respondents in Centenary Bank, Entebbe Road Branch to obtain information on appraising of staff and performance of centenary bank Entebbe road branch. This gave the respondents opportunity to provide elaborate answers to questions and also seek for clarification on some questions that were not clear. Some of the questions that were asked with questionnaires were also asked in the interview guide. This enabled the researcher to triangulate the data collected. Kothari, (2004) revealed that the responses got from the interview are spontaneous in that the respondent has no chance of consulting anybody else before answering.

Self-Administered Questionnaire

The use of this method justifies data collection because it is thought to avoid the researcher's bias and it encourages open responses to sensitive questions. Kothari, (2004) believes that this method is cheap to administer, convenient to use in a short time and respondents can answer questions in their own time which observes the subjects' freedom. It is on the basis of this that the researcher adopted the use of this method. Appropriate questionnaires were redesigned and self-administered on respondents who were purposively. This was done so as to catch up with the time frame for the study, as well as ensure a 100% response turn out. It was also intended to have the questionnaires in a complete form to give the researcher ample data to analyze so that appropriate recommendations are drawn for the benefit of the institution, researchers and policy makers. A number of open and closed ended questions are used to give respondents some degree of freedom and spontaneity of answers to enhance validity of responses and as a result, more valid information is expected.

Documentary review checklist

The documentary review checklist was used by the researcher to conduct a meaningful review of the documentation pieces. This was done through holding review meetings and sending the checklist to individual reviewers. Reviews of documentation are critical for catching errors and omissions in the content, and often identify issues in the products themselves prior to general availability.

Reliability and validity of the instruments

Reliability

Reliability refers to the degree to which a measurement technique depended upon to secure consistent results upon repeated application. Reliability is related to the consistency and credibility in the whole research process, so it requires the relevance in the findings (Kvale and Brink 2009). A reliable instrument is thus one which produces the same results whenever it is repeatedly used as characterized by precision and objectivity. Reliability could be achieved by consulting other researcher work that produce the same results from the same subject, hence using secondary data from former researchers was essential for this study. The consistency of the tools and methods to produce expected results was the ultimate goal for this study. It is known that this was achieved by identifying the data required precisely.

So, to ensure the reliability of these tools, experienced professionals including the supervisor were used in reviewing and pre-testing them on appropriate population. The reliability of the test (instrument) was estimated by examining the consistency of the responses between the two tests. The study employed the coefficient alpha, also known as the cronbach Alpha. This was developed by Cronbach in 1951 and it is the average of the correlations of all the possible ways of dividing the test into two sets. Cronbach alpha splits all the questions on the instrument and computer correlation values for them. Like Correlation values for them; like correlation coefficient, the closer it is to; the higher the reliability estimate of the instrument.

Validity

Validity refers to the degree to which any measurement or instrument succeeds in describing or quantifying what it is designed to measure. The validity of the instruments was determined by ensuring that questions conform to the designed research topic. The researcher used judgment by consulting with the supervisor, other research experts and colleagues to ensure relevance, wording and clarity of questions in the instrument and their relevant comments and all items found unsuitable were removed. To ensure reliability, the questionnaires were piloted on different respondents from various departments of centenary bank Entebbe road branch before distribution to the main respondents. The pilot study tested whether the questions are clear and would be understood by different respondents and lead to improvements in the precision of the questions and how they captured content.

Data processing

Data has no clear meaning unless it is analyzed and interpreted. Data analysis therefore gives raw data meaning and implications. Data was collected to check for accuracy, reliability, consistency and completeness of completed questionnaires. Data was edited in the office after field work before coding. This was done to identify the errors in the completed questionnaires. Such errors are inevitable and they included; incompleteness, inaccuracy, inconsistencies and non uniformity. Unfilled and incomplete questionnaires were dropped at this stage and only completed questionnaires were retained for data analysis. Also, data that was got from various documents was 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.

Data Analysis

The data collected from the field using questionnaires, interview schedules, and observation checklist was analyzed using both descriptive statistics and inferential statistics (correlation, regression and coefficients); Percentage was obtained from the frequency tables and correlation then the interpretation of the descriptive statistics by use of the statistical package for social scientist (SPSS). This made it possible to make appropriate inferences in terms of appraising of staff and performance of commercial banks in Uganda.

Ethical considerations

The study was carried out according to the following norms and regulations. Verbal consent was obtained from the key informants. Introduction was made to the respondents and objectives of the study were clearly explained to respondents. The researcher assured the respondents of confidentiality and no person was forced to participate in the study. For case studies, the researcher ensured that the informants are treated with respect and their privacy observed. The choice to hold interviews in privacy was given to informants for confidence and to remove fear about giving confidential information where necessary.

Limitations of the study

Time was a major problem in this study. The study required the researcher to commit a lot of his time; however, this was overcome by following the study plan that had been agreed upon between the university (through the supervisor) and the researcher.

The willingness of the key respondents to give time for interview let alone accurate and timely information also 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 other problem was finances. This problem was solved by soliciting for funds from friends and acquiring some advances based on the study budget that the researcher had prepared.

These strategies laid above helped the researcher overcome these problems and therefore, not imposing any noticeable limitation to the study.

CHAPTER FOUR
RESPONDENTS' PERSONNEL CHARACTERISTICS

Introduction

In this study, demographic characteristics of respondents are very significant since respondents play an important role through expressing and giving the responses about the problem. Keeping this in mind, in this study a set of personal characteristic questions about age, sex, education, level of administration and others were examined and presented in this section;

Age of respondents.

Table 4.1: Age Bracket of the Respondents

Respondents were requested to reflect their age brackets and their responses are as summarized in the table below.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20-29 years	24	37.5	37.5	37.5
30 - 39 Years	26	40.6	40.6	78.1
40 - 49 years	12	18.8	18.8	96.9
50 - 59 Years	2	3.1	3.1	100.0
Above 60 years	0	0	0	
Total	64	100.0	100.0	

Source: Field Data, 2018

The study findings in table 4.1 above indicate that 24 (37.5%) were aged 20 to 29 years, 26 (40.6%) were aged 30 to 39 years, 12 (18.8%) were aged 40 to 49 years and 2 (3.1%) were aged 50 to 59 years. Accordingly, majority that is 26 (78.1%) were aged 30 to 39 years. This implies that the branch engages mainly youthful staff.

Gender of respondents.

Respondents were requested to reflect their gender and their responses are as summarized in the table below.

Table 4.2: Gender of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	28	43.8	43.8	43.8
Female	36	56.3	56.3	100.0
Total	64	100.0	100.0	

Source: Field Data, 2018

The study findings in table 4.2 reveal that 28 (43.8%) of the respondents were males and 36(56.3%) were females. Therefore, the majority of the respondents were females which implied that the branch employed more females than males. However, both male and female respondents availed valuable data for this study.

Marital status of respondents.

Respondents were requested to reflect their marital status and their responses are as summarized in the table below.

Table 4.3: Current Marital Status of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	28	43.8	43.8	43.8
	Single	26	40.6	40.6	84.4
	Divorced	6	9.4	9.4	93.8
	Widowed	4	6.3	6.3	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

The results in table 4.3 above reveal that 28 (43.8%) of the respondents were married, 26 (40.6%) were single, 6(9.4%) were divorced, and 4 (6.3%) were widowed. From the study, majority (43.8%) of the respondents were married followed by those who were single (40.6%). This imply that, the branch employed more married followed by single and less divorced and widowed whom they expect to be less productive due to their personal problems.

Highest education level attained.

Respondents were requested to reflect their highest education levels attained and their responses are as summarized in the table below.

Table 4.4: Highest Education Level attained.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate	4	6.3	6.3	6.3
	Bachelors	39	60.9	60.9	67.2
	Masters	15	23.4	23.4	90.6
	Postgraduate diploma	6	9.4	9.4	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

The results in the table 4.4 above reveal that 4 (6.3%) had attained certificates, 39 (60.9%) had attained Bachelors, 25 (23.4%) had attained Master's, and 6 (9.4%) had attained Postgraduate Diploma and other higher qualifications. This imply that, majority of the staff employed have bachelor's education level followed by Masters Degrees since the work is technical.

Respondents' department of work

Respondents were requested to reflect their departmental work and their responses are as summarized in the table below

Table 4.5: Department of Work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Banking	31	48.4	48.4	48.4
	Management	13	20.3	20.3	68.8
	Procurement	2	3.1	3.1	71.9
	Accounts	2	3.1	3.1	75.0
	Internal Audit	16	25.0	25.0	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

The findings from the table 4.5 above show that, 31 (48.4%) of the respondents were in the Banking department, 13 (20.3%) were in Management department, 2 (3.1%) were in Procurement department, 2 (3.1%) were in Accounts department and 16 (25.0%) were in Internal Audit. Majority of the respondents were in Banking, Management and Internal auditing because they form the core of business in the bank. But all respondents were able to avail data in this study

Length of service at Centenary Bank, Entebbe Road Branch

Respondents were requested to reflect their length of service at centenary, Entebbe Road Branch and their responses are as summarized in the table below

Table 4.6: Duration in Service with Centenary Bank

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	12	18.8	18.8	18.8
	1 - 5 years	38	59.4	59.4	78.1
	5 - 10 years	10	15.6	15.6	93.8
	10 and above	4	6.3	6.3	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

The study findings from table 4.6 above show that, 12 (18.8%) had served for less than 01 year, 38 (59.4%) had served for 01 to 05 years, 10 (15.6%) had served for 05 to 10 years and 4 (6.3%) had served for 10 years and above. This imply that majority (59.4%) of the respondents had served in the bank for 01 to 5 years followed by 5 to 10 years (15.6%). One of the respondents said “*employees that exceed 10 years are considered experienced and they are always taken to the Main branch for managerial positions*”. Therefore, this leaves the branch with minority staff with length of service above 10 years.

In conclusion, respondents or personnel characteristics of respondents are very significant in expressing and giving the responses about the age, sex, education, level of administration and others as have been presented, analyzed and interpreted in this section.

CHAPTER FIVE

PERFORMANCE STANDARDS, EFFICIENCY AND EFFECTIVENESS IN CENTENARY BANK, ENTEBBE ROAD BRANCH

Introduction

Key performance indicators differ from one bank to the other though the banks are financial intermediaries which aim at ensuring that the customer's savings are secured, credit is managed and human resources are managed well to ensure efficiency and effectiveness. The study findings in respect of objective one of the study on whether the performance standards influence efficiency and effectiveness in Centenary Bank, Entebbe Road Branch are presented, analyzed and interpreted in this chapter under the various sections below;

The bank has established performance standards to be used in appraising staff.

The study findings on whether the bank has established performance standards to be used in appraising staff show that 15.6% of the respondents disagreed, 4.7% were not sure, 45.3% agreed and 34.4% strongly agreed. This shows that 79.7% agreed as presented in table 5.1;

Table 5.1: Responses on whether the bank has established performance standards to be used in appraising staff

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	0	0	0	0
Valid Disagree	10	15.6	15.6	15.6
Not Sure	3	4.7	4.7	20.3
Agree	29	45.3	45.3	65.6+
Strongly Agree	22	34.4	34.4	100.0
Total	64	100.0	100.0	

Source: Field Data, 2018

The findings of the study reveal out that the bank has in place established performance norms for appraising staff. The results thus indicate that 79.7% of the respondents generally agreed that there was a human resource policy in place which stipulated the ways how the staff performance is appraised at a departmental and individual level.

The various departments such as banking where the staff handle cases of accounts management, handling the cash deposits and withdrawals, cheques and other means by which money was transferred, the loans (credit) management department handles the processing, disbursement and collection of loan funds, human resources handles the human resource function in all departments, forex handles foreign currency exchange, and all the others measures the performance of staff basing on the operational parameters as well as the expected outcomes. But 15.6% did not agree because the performance parameters through different but many fail to give a true description of the different staff performance. But each staff is viewed and assessed in their respective department to see the capabilities and ensure they are retained if they are good performers or sent away if there are not good performers.

The standards are set in view of the bank's strategic objectives.

The study set out to establish whether the standards are set in view of the bank's strategic objectives, and the results obtained found out that 1.6% of the respondents agreed, 4.7% disagreed, 15.6% were not sure, 28.1% agreed and 50.0% strongly agreed. So, 78.1% agreed as the results in table 5.2 show;

Table 5.2: Responses on the standards are set in view of the bank's strategic objectives

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.6	1.6	1.6
	Disagree	3	4.7	4.7	6.3
	Not Sure	10	15.6	15.6	21.9
	Agree	18	28.1	28.1	50.0
	Strongly Agree	32	50.0	50.0	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

The bank has a formal manual prescribing its strategic objectives derived from the memoranda. The findings revealed that 78.1% agreed that performance standards or the various departments are in tandem with strategic objectives which revolved around having the most flexible banking services in Uganda by putting in place fair and flexible credit management regime, ensuring that financial transactions well monitored and handled in time, ensuring that the human resources deliver in the best way for the success of the business, the transactions were well audited to

ensure compliance and a couple of other strategic objectives. However, this position was disapproved by 21.9% who disagreed and the 15.6% who were not sure of the respondents who noted that the performance standards are not necessarily long, the performance standard share enabled the bank to measure employee performance more accurately by considering the individual and team output against the inputs to determine whether such human resources are useful to the bank or they are liability.

Effective performance standard enables managers to evaluate and measure productivity

Regarding whether effective performance standard enables managers to evaluate and measure productivity, the findings revealed that 3.1% of the respondents strongly disagreed, 3.1% disagreed, 10.9% were not sure, 53.1% agreed and 29.7% strongly agreed. Thus 82.8% agreed and the results are presented in table 5.3;

Table 5.3: Responses on the effective performance standard enables managers to evaluate and measure productivity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.1	3.1	3.1
	Disagree	2	3.1	3.1	6.3
	Not Sure	7	10.9	10.9	17.2
	Agree	34	53.1	53.1	70.3
	Strongly Agree	19	29.7	29.7	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

Good performance is associated with high output and increased profitability. The study findings revealed that 82.8% of the respondents generally agreed that the openness of the system, accessibility to staff, to information and records generated enables the management to make decisions on the following; whether to increase capital investment in human resource training or not, whether to appropriate more into credit or loan department, whether to carryout auditing on daily, weekly, monthly or quarterly and so on basis and other management decisions.

This when considered, viable parameters are drawn upon which the managers are able to draw conclusions on whether the obtaining productivity measurement are appropriate or not.

And for 6.2%, it was noted that performance effectiveness was hard to measure, thus the manager could not evaluate and measure the productivity since the organization is more dynamic and not constant. But the viable parameters for evaluation and measurement of productivity include credit worthiness of the bank, the level of employee turnover, audit compliance and service delivery effectiveness. This means that managers could evaluate and determine productivity of all departments.

Providing visibility and clarifying accountability relates to performance expectations

The study findings on whether providing visibility and clarifying accountability relates to performance expectations showed that 3.1% of the respondents strongly disagreed, 12.5% were not sure, 34.4% agreed and 50.0% strongly agreed. From these statistics, 84.4% agreed as presented in table 5.4;

Table 5.4: Responses on providing visibility and clarifying accountability relates to performance expectations

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	2	3.1	3.1	3.1
Disagree	0	0	0	0
Not Sure	8	12.5	12.5	15.6
Agree	22	34.4	34.4	50.0
Strongly Agree	32	50.0	50.0	100.0
Total	64	100.0	100.0	

Source: Field Data, 2018

Performance measurement was well done in an open and functional organization which example indeed centenary bank was and the findings obtained reveal that 84.4% of the respondents generally agreed that the management has made it easy for anyone including the non-staff to inquest and get information on accountability in the bank. This included demanding by clients and being able to get the bank statement of their accounts, the bank every year publishes the statement of financial position in its magazine and newspapers which are open acts of promoting transparency and accountability, though 3.1% did not agree because the information availed could not be verified by the public for lack of details.

But because personal accounts are personal, and the workers are ethically required to maintain confidentiality the public was able to get the general financial statement which is also very good for public accountability by the bank.

Management clearly communicates strategic business objectives to the bank staff

The study findings on whether management clearly communicates strategic business objectives to the bank staff revealed that 4.7% of the respondents disagreed, 15.6% were not sure, 42.2% agreed and 37.5% strongly agreed. Hence most respondents, that is 79.7% agreed as presented in table 5.5;

Table 5.5: Management clearly communicates strategic business objectives to the bank staff

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	4.7	4.7	4.7
	Not Sure	10	15.6	15.6	20.3
	Agree	27	42.2	42.2	62.5
	Strongly Agree	24	37.5	37.5	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

The management is tasked with ensuring that the serving staff knows the short-term and long-term aim and objectives of the bank as early as the induction stage. From table 5.5, 79.7% agreed that the management of the bank clearly communicate to the new staff the strategic objectives for the business which revolved around ensuring sustainability of the business, making it credit worth, profitable and customer friendly through its wide range of services. Further 15.6% were not sure, and on the other hand, 4.7% did not agree because there are classified information sources which cannot be divulged, but the open and necessary information was openly given to the staff to make them strive and achieve what is expected of them and beyond if possible.

Bank management communicates clearly performance standards to bank staff

The study found out the responses on whether the Bank management communicates clearly performance standards to bank staff, and the results showed that 6.3% of the respondents strongly disagreed, 4.7% disagreed, 9.4% were not sure, 39.1% agreed and 40.6% strongly agreed as presented in table 5.6;

Table 5.6: Responses on whether the bank management communicates clearly performance standards to bank staff.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	6.3	6.3	6.3
	Disagree	3	4.7	4.7	10.9
	Not Sure	6	9.4	9.4	20.3
	Agree	25	39.1	39.1	59.4
	Strongly Agree	26	40.6	40.6	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

There is always demand by the management that the staff delivers to certain standard. The findings of the study reveal that 79.7% agreed that the management has expected level of performance from the staff and thus they set performance targets and the spatial temporal aspects for their fulfillment. The study found out that each department was required to attain a certain level of profitability and all the staff in that department were expected to work and endeavor to attain the said standard level. While 11.0% did not agree because the bank aims at lowering operational costs, and at maximize profits. Since it's a private profit driven organization, the bank is able to task everyone of it members of staff to work extra and attain high businesses efficiency and effectives to ensure high profits.

The management welcomes staff comments about the set standards

The study set out to examine whether management welcomes staff comments about the set standards, and it was revealed that 3.1% of the respondents strongly disagreed, 23.4% were not sure, 39.1% agreed and 34.4% strongly agreed. Accordingly, 73.5% agreed as presented in table 5.7.

Table 5.7: Responses on whether the management welcomes staff comments about the set standards.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	3.1	3.1	3.1
	Not Sure	15	23.4	23.4	26.6
	Agree	25	39.1	39.1	65.6
	Strongly Agree	22	34.4	34.4	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

The staffs are an integral part of the day to day management of a business, and when integrated the organization can attain better performance. Form table 5.7, the findings reveal that 73.5% of the respondents agreed the bank senior staff welcome suggestions and critique of their decisions from the lower staff. During departmental staff and general meetings, the staffs are requested to contribute to policy design and their inputs are considered for strategic planning, and 26.5% disagreed because usually the words of the superiors and the documents they present are orders which may not require subordinates' thorough consideration otherwise this can be considered as insubordination. Thus the staff critiques are considered and management may revise their course of action to cede and agree on minimums for better acceptability and performance of the business.

Centenary Bank evaluate performance and delivers incentives in a fair and consistent manner

According to the study findings in table 5.8, when contacted on whether Centenary Bank evaluate performance and delivers incentives in a fair and consistent manner, it was revealed that 3.1% of the respondents strongly disagreed, 9.4% disagreed, 7.8% were not sure, 40.6% agreed and 39.1% strongly agreed as presented in table 5.8;

Table 5.8: Responses on whether Centenary Bank evaluates performance and delivers incentives in a fair and consistent manner.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.1	3.1	3.1
	Disagree	6	9.4	9.4	12.5
	Not Sure	5	7.8	7.8	20.3
	Agree	26	40.6	40.6	60.9
	Strongly Agree	25	39.1	39.1	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

Incentives in whichever way they come are crucial in satisfying the interests of the staff and management. The study found out that 79.7% of the respondents agreed the performance of every member of staff, every department and every layer in administration and management are evaluated to see if they deliver services to the customers well, if they make money for the bank, if they attract more customers, if they are complaints during audits and a couple of other issues. When found compliant, the employees are given incentives for motivation like bonus pay, leave with pay, delegated responsibility and other attractive packages. This is done at all levels and for the benefit of even the least of staff, however, 12.5% noted that the employees at senior level earn much higher than the lower staff who do much of the work for example a manager gets more than 500,000 in allowance but the lower staff find themselves with less than 150,000 in allowances since the higher the less the works and the higher the pay, the incentives are patterned according to rank.

The bank provides appropriate learning and development opportunities to its staff in view of the set standards

The research study set out to examine whether the bank provides appropriate learning and development opportunities to its staff in view of the set standards, and the results obtained revealed that 4.7% of the respondents strongly disagreed, 9.4% disagreed, 25.0% were not sure, 21.9% agreed and 39.1% strongly agreed. From the findings, 61.0% agreed as presented in table 5.9;

Table 5.9: Responses on whether the bank provides appropriate learning and development opportunities to its staff in view of the set standards.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	4.7	4.7	4.7
	Disagree	6	9.4	9.4	14.1
	Not Sure	16	25.0	25.0	39.1
	Agree	14	21.9	21.9	60.9
	Strongly Agree	25	39.1	39.1	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

Employee training is a requirement because technology changes in this dynamic world, and also the approach to work is constantly nourished to meet the new standards. From table 5.9, 61.0% of the respondents generally agreed that training is done to replenish and advance the knowledge and skills of the staff. The bank organization symposia, seminars, workshops and retreats for the staff so that they are trained in the modern banking techniques, the new technologies, new public relations and Businesses-to-Business services, Business-to-Customer services. These coupled with scholarships which they give to those who merit to go for further academic nourishment are making the bank have some of the best serving staff. Also 25.0% of the respondents were not sure, and however, 14.1% revealed that the training opportunities are few and the bank relies more on the technical abilities of the staff. But the trainings which come have been and continue to be of benefit to staff because they get new and improved skills to handle the widening scope of banking amicably.

Regularly tracking progress against performance goals provides opportunity to recognize and reward employees for performance

The study set out to examine whether regularly tracking progress against performance goals provides opportunity to recognize and reward employees for performance, and the findings show that 65.6% agreed as presented in table 5.10;

Table 5.10: Regularly tracking progress against performance goals provides opportunity to recognize and reward employees for performance.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.1	3.1	3.1
	Disagree	6	9.4	9.4	12.5
	Not Sure	14	21.9	21.9	34.4
	Agree	21	32.8	32.8	67.2
	Strongly Agree	21	32.8	32.8	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

Rewarding employees for their services is good enough for making the organization stand the test of time. Findings of the study revealed that 65.6% of the respondents agreed the management of the bank track the progress of work and measure whether it is corresponding with the set performance targets (goals), and when the performance is good, the employees get or lay claim to better bonus pay, better allowance, salary increase, opportunities for knowledge and skill advancement and so on, 21.9% were not sure, however, 12.5% revealed that the rewarding system is based on statutory declaration/ documentation, but it was agreed that employees receive better rewards with higher performance.

Centenary Bank identifies organizational career paths for employees

The study findings on whether Centenary Bank identifies organizational career paths for employees revealed that 9.4% of the respondents strongly disagreed, 6.3% disagreed, 12.5% were not sure, 35.9% agreed and 35.9% strongly agreed. And as such 71.8% of the respondents agreed as presented in table 5.11;

Table 5.11: Responses on whether Centenary Bank identifies organizational career paths for employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	9.4	9.4	9.4
	Disagree	4	6.3	6.3	15.6
	Not Sure	8	12.5	12.5	28.1
	Agree	23	35.9	35.9	64.1
	Strongly Agree	23	35.9	35.9	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

From the study findings, it was agreed that Centenary Bank identifies organizational career paths for employees. As such 71.8% agreed that the Centenary Bank identifies organizational career paths for employees where they are able to re-align the employees according to their established knowledge and skills. Furthermore, 15.7% of the respondents disagreed, 12.5% were not sure, though the findings clearly show that respondents agreed that the employee abilities are identified and aligned according to their skills. Thus Centenary Bank is significant in enabling the employees become more accomplished as they exercise their acquired skills using the knowledge and job demands.

Centenary Bank recognizes and rewards top performers

The study set out to examine whether Centenary Bank recognizes and rewards top performers, and the results obtained revealed that 3.1% of the respondents strongly disagreed, 7.8% disagreed, 12.5% were not sure, 20.3% agreed and 56.3% strongly agreed. This implies that most respondents agreed as presented in table 5.12;

Table 5.12: Responses on whether Centenary Bank recognizes and rewards top performers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.1	3.1	3.1
	Disagree	5	7.8	7.8	10.9
	Not Sure	8	12.5	12.5	23.4
	Agree	13	20.3	20.3	43.8
	Strongly Agree	36	56.3	56.3	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

From table 5.12 above, it is shown that as a formal institution, the bank has a reward system in place for the best performing staff. The results show that 76.6% of the respondents agreed that management in the bank recognizes the best talents at individual and personal levels by giving them promotions, delegating paid responsibility to them and ensuring that those who have engaged in extra performance are given any rewards as they emerge, thus Centenary Bank recognizes and rewards top performers. In addition to that 12.5% were not sure, and on the contrary though, 10.9% disagreed because the rewards often go to those in the top hierarchy and the subordinate staff have few privileges which may make them underperform sometimes. But generally the top performing staff are recognized for their good services in the bank.

Centenary Bank links performance to compensation clearly

This research study set out to examine whether Centenary Bank links performance to compensation clearly, and the respondents provided the following responses, that is 1.6% strongly disagreed, 4.7% disagreed, 9.4% were not sure, 48.4% agreed and 35.9% strongly agreed, thus majority (84.3%) agreed as presented in table 5.13;

Table 5.13: Responses on whether Centenary Bank links performance to compensation clearly

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	1.6	1.6	1.6
Disagree	3	4.7	4.7	6.3
Not Sure	6	9.4	9.4	15.6
Agree	31	48.4	48.4	64.1
Strongly Agree	23	35.9	35.9	100.0
Total	64	100.0	100.0	

Source: Field Data, 2018

Centenary Bank like any other banking institution ensures that the performance of staff is matched with the commensurate motivation in terms of bonuses, fringe pay and other ways which can please them to perform better.

Thus findings in table 5.13 show that 84.3% of the respondents generally agreed that management makes individual analysis of employee specific performance every day, weekly and monthly in order to ensure that the staff who perform better get rewarded with better allowances

and those who do not are also reprimanded by suspending their allowances and warning them against future mis-match at work, while 9.4% were not sure.

Contrary, 6.3% did not agree because many staff are virtually not motivated according to their individual input but rather collective consideration as a team except in the event that the individual has gross infringed on the ethical ways of performing duty and absconded from duty to the detriment of the bank. However, because it is a private and profit driven bank, the management ensures that every staff at the bank perform their duties by supervising them closely on hourly and daily basis unless one has an issue that keep them away from duty and hence in the process they are able to link individual and departmental levels of performance to compensation clearly for tasks executed with simple computation and assessment so that the rewards are commensurate to the work done.

Testing Hypothesis

The researcher tested the hypothesis on how Performance standards influence efficiency and effectiveness in Centenary Bank, Entebbe Road Branch stated as;

H0: Performance standards have no significant influence on the efficiency and effectiveness in Centenary Bank, Entebbe Road Branch.

H1: The performance standards have significant influence on the efficiency and effectiveness in Centenary Bank, Entebbe Road Branch.

The hypothesis testing process is viewed in line with the correlations, model summary, analysis of variance and coefficients which are presented and analyzed in this section;

Table 5.14: Correlations

		Performance Standard	Performance of Centenary Bank
Performance Standard	Pearson Correlation	1	.945**
	Sig. (2-tailed)		.000
	N	64	64
Performance of Centenary Bank	Pearson Correlation	.945**	1
	Sig. (2-tailed)	.000	
	N	64	64

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

Source: Field Data, 2018

According to the Pearson Sig. 2-Tailed and N at 64, with .945, it means that there is a high relationship between performance standards and the efficiency and the effectiveness of the bank. That is the bank's good performance is a result of the admirable performance standards brought about by the technically proficient staff who have admirable skills in accounting, management, loans management, credit creation, auditing, supervision and other banking skills. Thus the performance standards have significant influence on the efficiency and effectiveness in Centenary Bank, Entebbe Road Branch.

Table 5.15: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.945 ^a	.892	.891	.93250

a. Predictors: (Constant), Performance Standard

Source: Field Data, 2018

According to the model summary, with R Square at .892 or 89.2%, Adjusted R Square at .891 or 89.1%, Centenary Bank, Entebbe Road has well established means for better human resource management including motivating the workers to perform well, the technical expertise to generate proper accounting information, manage customers' needs effectively and efficiently. The results indicate that 89.2% of the staff / bank's efficiency and effectiveness is explained or is a result of the bank's set performance standards. Hence, the performance standards have significant influence on the efficiency and effectiveness in Centenary Bank, Entebbe Road Branch.

Table 5.16: Analysis Of Variance (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	446.947	1	446.947	513.998	.000 ^b
	Residual	53.912	62	.870		
	Total	500.859	63			

a. Dependent Variable: Performance of Centenary Bank

b. Predictors: (Constant), Performance Standard

Source: Field Data, 2018

From the analysis of variance in table 5.16, with regression analysis (Sum of Squares) at 446.947 and Mean square at 446.947, frequency at 513.998 and Residual analysis at Mean Square .870 or

87.0%, respondents agreed that the staff in the bank have the required skills, and coupled with close and well intentioned supervision, they carry out their duties with efficiency and accuracy. So the accounting information is vital for the proper performance of the bank at all levels. Thus, the performance standards have significant influence on the efficiency and effectiveness in Centenary Bank, Entebbe Road Branch.

Table 5.17: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.330	.494		2.694	.009
	Performance Standard	.223	.010	.945	22.672	.000

a. Dependent Variable: Performance of Centenary Bank

Source: Field Data, 2018

From the coefficients presented in the table (5.17) above, findings according to the standardized coefficients (Beta) at .945, Statistics (t) at constant 2.694 and performance standard at 22.672, the bank has good and admirable performance standards brought about by the technically proficient staff who have admirable skills in accounting, management, loans management, credit creation, auditing, supervision and other banking skills. So, the performance standards have significant influence on the efficiency and effectiveness in Centenary Bank, Entebbe Road Branch.

CHAPTER SIX

PERFORMANCE MEASUREMENT AND ACCOUNTABILITY IN CENTENARY BANK, ENTEBBE ROAD BRANCH

Introduction

Monitoring performance is crucial if the bank is to carry out better profitability levels. The study findings relate to objective two which is on performance measurement and accountability in Centenary Bank, Entebbe Road Branch are presented, analyzed and interpreted in this section;

Performance measurement system measures the outputs and outputs of the bank

According to the study on whether performance measurement system measures the outputs and outputs of the bank, 6.3% of the respondents strongly disagreed, 6.3% disagreed, 18.8% were not sure, 42.2% agreed and 26.6% strongly agreed, hence most respondents at 68.8% agreed as presented in table 6.1;

Table 6.1: Responses on whether performance measurement system measures the inputs and outputs of the bank

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	6.3	6.3	6.3
	Disagree	4	6.3	6.3	12.5
	Not Sure	12	18.8	18.8	31.3
	Agree	27	42.2	42.2	73.4
	Strongly Agree	17	26.6	26.6	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

When Performance measurement system is rightly done, it ensures that the inputs and outputs of the organization are known better. The research found out that 68.8% generally agreed that determining the individual human resource competence at work by measuring their performance against the established yardstick which is the expected level of output enables the management to set attainable targets in the given period of time. In addition to that 18.8% of the respondents were not sure, and on the other hand, 12.6% noted that the performance measurement system

sometimes does not portray the exact individual inputs against the outputs since there is no constant business flow due to the fact that transactions differ according to the seasons. But it is good to have a performance measurement system in place ways to determine the inputs and outputs for effective evaluation of performance standards.

Incentive is more powerful motivator for employees to improve the quality of their performance

The study findings on whether incentives are more powerful motivator for employees to improve the quality of their performance show that 3.1% of the respondents strongly disagreed, 3.1% disagreed, 15.6% were not sure, 50.0% agreed and 28.1% strongly agreed as presented in table 6.2;

Table 6.2: Incentive is more powerful motivator for employees to improve the quality of their performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	3.1	3.1	3.1
Disagree	2	3.1	3.1	6.3
Not Sure	10	15.6	15.6	21.9
Agree	32	50.0	50.0	71.9
Strongly Agree	18	28.1	28.1	100.0
Total	64	100.0	100.0	

Source: Field Data, 2018

Incentives are non-salary motivations which drive the employees to work well by respecting schedules and performing to their best so that they can get more and more of it. The study discovered that 78.1% agreed that incentives such as increased pay, paid trips for holidays, pre-paid maternity leave, education scholarships and others are some of the added advantages that the bank avails to the most prospective staff which drives them to work harder. But 6.2% disagreed because the incentives are not high enough to cause swift improvements in the employee’s daily lives thus more needs to be done to motivate the staff swiftly to drive higher performance from them.

With 21.9% response rate and majority of the respondents having agreed, it implies that the current and perceived incentives can be highly viable motivators to the staff which may and can surely drive the performance levels by leaps and bounds in a short period of time, and can improve the quality of their performance.

Evaluating quality and employee satisfaction impacts on accountability effectiveness

The study findings on evaluating quality and employee satisfaction impacts on accountability effectiveness revealed that 3.1% of the respondents strongly disagreed, 3.1% disagreed, 15.6% were not sure, 46.9% agreed and 31.3% strongly agreed. Thus with 78.2% in agreement indeed, evaluating quality and employee satisfaction impacts on accountability effectiveness as presented in table 6.3;

Table 6.3: Responses on whether evaluating quality and employee satisfaction impacts on accountability effectiveness

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	3.1	3.1	3.1
Disagree	2	3.1	3.1	6.3
Not Sure	10	15.6	15.6	21.9
Agree	30	46.9	46.9	68.8
Strongly Agree	20	31.3	31.3	100.0
Total	64	100.0	100.0	

Source: Field Data, 2018

Evaluating quality and employee satisfaction in Centenary Bank, Entebbe Road Branch impacts on accountability effectiveness thus, 78.2% agreed that the quality of the work employees do execute their duties with zeal, and the management ensures evaluation of quality of individual work and team performance, hence causing employees to feel well about their work. Further employees are more satisfied with their work which has driven them to perform better and ensured effectiveness in accountability for their work. And also 21.9% response rate implies that there is good performance by the staff. On the contrary though 6.2% did not agree because it is mandatory that evaluations are done since it’s a routine and not a favour, but the study findings show that evaluating quality and employee satisfaction impacts on accountability effectiveness.

Even when quality of work is evaluated as well as the employee contentment it will impact on accountability success because there are many cases of fraud by staff and failure to do proper quality evaluation.

The senior staff and subordinate staff are able to evaluate the quality of work done which pleases the staff for the good performance, and thus drives them for further work and eventually ensure that performance is driven upwards as well as ensuring that accountability for every resource invested like finances and human resources are considered for their work. Hence evaluating quality and employee satisfaction are plausible facts because they dictate how the effective the management of the bank would ensure that there is proper accountability for task execution in all ways.

Lack of useful performance measures impacts negatively on the demonstration of accountability

The findings on whether lack of useful performance measures impacts negatively on the demonstration of accountability revealed that 7.8% of the respondents strongly disagreed, 9.4% disagreed, 14.1% were not sure, 42.2% agreed and 26.6% strongly agreed. So, 68.8% agreed as presented in table 6.4;

Table 6.4: Responses on whether lack of useful performance measures impacts negatively on the demonstration of accountability

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	7.8	7.8	7.8
	Disagree	6	9.4	9.4	17.2
	Not Sure	9	14.1	14.1	31.3
	Agree	27	42.2	42.2	73.4
	Strongly Agree	17	26.6	26.6	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

Employees are encouraged to perform well when the supervisors appreciate the good work done and advise where there are weaknesses. The researcher discovered according to findings in table 6.4 that 68.8% of the respondents noted that in the Bank, the management may often miss some key performance measures for the performance of individual staff which makes it hard to

segregate successful and weak individual and team performance. With 31.3% response rate, it means that all employees are equally evaluated which though may result into biased results, though this could not be the case for a long time.

However, 17.2% of the respondents disagreed and noted that the appraisal system in place can single out the individual staff's strengths and weaknesses depending on their demonstrated knowledge and skills in task execution and performance findings thus show that the bank's senior management end up failing to identify the individual employees weaknesses which leads to generalizations, and this ensures that the bank cannot do away with some hidden malfunction like laziness and fraud if this is to be addressed, there is need to carryout proper and segregated departmental evaluations in order to identify the key strengths and weaknesses and how those weaknesses can be addressed.

Centenary Bank includes performance measures that track institutional specific objectives

The study findings on whether Centenary Bank includes performance measures that track institutional specific objectives show that 3.1% of the respondents strongly disagreed, 3.1% disagreed, 17.2% were not sure, 45.3% agreed and 31.3% strongly agreed as presented in table 6.5;

Table 6.5: Responses on whether Centenary Bank includes performance measures that track institutional specific objectives.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.1	3.1	3.1
	Disagree	2	3.1	3.1	6.3
	Not Sure	11	17.2	17.2	23.4
	Agree	29	45.3	45.3	68.8
	Strongly Agree	20	31.3	31.3	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

The research was carried out to established if there senior staff in the bank put in place proper performance measures like score cards and schedule tracking that enable them to properly track institutional specific objectives, the findings revealed that 76.6% of the respondents strongly

agreed the performance score card and schedule tracking enable the head of the given section to evaluate the input and output per employee, and this helps to identify the strengths as well as the weaknesses, and thus the way forward. On the contrary through, with the response rate of 23.4%, it means that there are few internal auditors and because the appraisal is done after a long period of time like 6 months or 09 months or a year, some crucial work related issues are not specifically catered for.

Generally, with majority in agreement, it implies that the performance measures in place like time management, accountability, records management, on desk services as well as other related public relations and internal services if well consolidated by what they have helped the bank branch gain that is customer confidence, the bank as is the current case, will be able to attain all the stated and real objectives for improved work performance.

Exploratory use of performance measurement systems communicates strategy

The study findings on whether exploratory use of performance measurement systems communicates strategy show that 6.3% of the respondents strongly disagreed, 7.8% disagreed, 21.9% were not sure, 39.1% agreed and 25.0% strongly agreed. From the field thus 64.1% agreed as presented in table 6.6;

Table6.6: Responses on whether exploratory use of performance measurement systems communicates strategy.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	6.3	6.3	6.3
	Disagree	5	7.8	7.8	14.1
	Not Sure	14	21.9	21.9	35.9
	Agree	25	39.1	39.1	75.0
	Strongly Agree	16	25.0	25.0	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

Exploring performance in a formal organization is crucial in order to communicate strategy. The study findings in table 5.6 revealed that 64.1% of the respondents agreed that the critical consideration for the various performance measurements like amount of time invested in work, the level of task accomplishment measured against the predetermined schedule, the level of

individual task achievement, team cohesion and output are all crucial to enable the management streamline and communicate their strategy on the key areas to the public like customer satisfaction, credit management, tax administration and payments and the other services they offer, which is why most less literate people have never considered the banking sector as the most safe way for their money.

The 35.9% response rate indicates that sometimes the exploratory use of performance measurement systems communicates strategy may not work well. However, the bank offers clear and transparent channels for money transfer, payments credit management and the current electronic banking services, her well intentioned performance measurements have ensured that its strategy is known to all the internal staff, and those ingredients which need to be communicated to the public are communicated to them with the intention of attracting new customers and consolidating the existing clients.

Communication eliminates ambiguity and confusion about the organization's objectives

According to the study findings on whether communication eliminates ambiguity and confusion about the organization's objectives, it was revealed that 7.8% of the respondents strongly disagreed, 3.1% disagreed, 20.3% were not sure, 18.8% agreed and 50.0% strongly agreed as presented in table 6.7;

Table 6.7: Responses on whether communication eliminates ambiguity and confusion about the organization's objectives.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	5	7.8	7.8	7.8
Disagree	2	3.1	3.1	10.9
Not Sure	13	20.3	20.3	31.2
Agree	12	18.8	18.8	50.0
Strongly Agree	32	50.0	50.0	100.0
Total	64	100.0	100.0	

Source: Field Data, 2018

Communication is effective when its intended purpose, that delivery of a generated message to a specific recipient is achieved. The research study found out that 68.8% if the respondents agreed

that the best way to ensure effective linkage between staff and the management, management and clients/ customers, staff and customer, bank and the state and so on is through regular and well-targeted communication. From table 6.7, 31.2% stated that sometimes communication fails to eliminate ambiguity and confusion about the organization's objectives or are not sure.

The researcher was informed that the employees are informed if the tasks required of them at recruitment and induction, and this continue to take place in the weekly and impromptu briefings which happen regularly at all levels. On the opposite side, 10.9% revealed that there are weaknesses in communication in some cases because some information is kept secret and classified, so it cannot be divulged to staff and customers. With effective communication in the bank though, memos, briefs, notices, manuals, minutes of meetings, one-on-one and other effective methods are used which enables the management to link up properly at all level of the organization. All layers of the organization are kept well informed about what is taking place and the past as well as future strategies. This eliminates confusion thereby leading to coherence in task execution.

Centenary Bank reports on standards set and performance measures are reviewed annually

The study findings on whether Centenary Bank reports on standards set and performance measures are reviewed annually show that 6.3% of the respondents strongly disagreed, 9.4% disagreed, 6.3% were not sure, 18.8% agreed and 59.4% strongly agreed. The majority of the respondents, that is 78.2% in agreement as presented in table 6.8;

Table 6.8: Responses on whether Centenary Bank reports on standards set and performance measures are reviewed annually.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	6.3	6.3	6.3
	Disagree	6	9.4	9.4	15.6
	Not Sure	4	6.3	6.3	21.9
	Agree	12	18.8	18.8	40.6
	Strongly Agree	38	59.4	59.4	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

Making quarterly, half year and annual reports are strategies to give a wider picture of the health of an organization. The findings of the study reveal that 78.2% of the respondents strongly agreed that at personal employee level daily reports are generated, regarding the assignments, at departmental level, weekly reports are generated; branch level weekly reports are posted to the head office. This is in addition to the emails, electronic transmissions of transactions every emails, electronic transmissions of transactions every moment ensures that there are clear records inform of reports which are compiled and consolidated annually.

From the same study, 21.9% of the respondents disagreed and others were not sure that even before the annual review is done, the true picture would have come out through the periodic reporting, so the annual reports are quite ceremonial and only aimed at showing the general picture. The annual reviews help to know the performance in terms of profits, the state of the assets and liabilities, staff competence and turn over, relationship with stake holders, the shareholders state and all that, so annual reporting would give a clear picture of sequential flow of the health if the bank branch.

Centenary Bank goals and measures are differentiated from the standard set of performance measures

The research study on whether Centenary Bank goals and measures are differentiated from the standard set of performance measures shows that 3.1% of the respondents strongly disagreed, 12.5% disagreed, 6.3% were not sure, 43.8% agreed and 34.4% strongly agreed. From the field thus 78.2% of the respondents agreed as presented in table 6.9;

Table 6.9: Responses on whether Centenary Bank goals and measures are differentiated from the standard set of performance measures.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.1	3.1	3.1
	Disagree	8	12.5	12.5	15.6
	Not Sure	4	6.3	6.3	21.9
	Agree	28	43.8	43.8	65.6
	Strongly Agree	22	34.4	34.4	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

The bank is a financial institution and has memoranda, business partnerships, corporate social responsibility tasks and other areas where it seeks competence and public recognition. The study found out that 78.2% of the respondents agreed that in her documents like shareholders' memoranda, constitution and plans, the goals (strategic objectives) are clearly stated and are differentiated from the tactical objectives which are short and medium term intended to establish a standard set of performance evaluations regarding the individual performance, in terms of the tasks assigned and how they are attained as well as the delivery on scheduled performance measures for example number of customers served, cheques cleared, domestic and foreign transactions and so on. But 21.9% disagreed and were not sure whether the goals (strategic objectives) and their performance measurement often get diffused because the bank is profit driven and would want to see all auctioned in the short and medium runs. However, with majority in agreement, it means that the bank at inception had well stipulated goals whose intentions right from 1979 was to form a formidable banking institution which can later avail profits to the shareholders.

The implementation of a performance measurement system is successful if there is support and commitment

The study set out to examine whether the implementation of a performance measurement system is successful if there is support and commitment, and the findings show that 3.1% of the respondents strongly disagreed, 10.9% disagreed, 14.1% were not sure, 25.0% agreed and 46.9% strongly agreed. Results demonstrate, 71.9% agreed as shown in table 6.10;

Table 6.10: responses on whether the implementation of a performance measurement system is successful if there is support and commitment.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.1	3.1	3.1
	Disagree	7	10.9	10.9	14.1
	Not Sure	9	14.1	14.1	28.1
	Agree	16	25.0	25.0	53.1
	Strongly Agree	30	46.9	46.9	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

Well-motivated employees are always committed to work for the attainment of organizational objectives. From table 6.10, findings revealed that 71.9% of the respondents agreed that the management emphasizes responses and supports team work. So, the management like staff and the clients are committed to the bank because it is financially sound, it's a church founded institution exhibiting a lot of care for the clients and it is committed to serve the customers diligently. On the other hand, 28.1% noted that there have been cases where the staff has not been known to be very committed since they work for salary and allowances so they execute tasks assigned to them but does not stroll beyond their mandate. The staff and management however are committed to their source of income and profits which they thus serve diligently.

Performance measurement serves an accountability function for Centenary Bank, Entebbe Road Branch

The study findings on whether performance measurement serves an accountability function for Centenary Bank, Entebbe Road Branch show that 4.7% of the respondents strongly disagreed, 12.5% disagreed, 9.4% were not sure, 45.3% agreed and 28.1% strongly agreed. The result show that 73.4% agreed as presented in table 6.11;

Table 6.11: Responses on whether performance measurement serves an accountability function for Centenary Bank, Entebbe Road Branch.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	4.7	4.7	4.7
	Disagree	8	12.5	12.5	17.2
	Not Sure	6	9.4	9.4	26.6
	Agree	29	45.3	45.3	71.9
	Strongly Agree	18	28.1	28.1	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

Accountability is emphasized in order to identify the worthiness of any investment. From the study, 73.4% of the respondents agreed that the bank management has in place proper supervision mechanisms on the staff, they monitor the staff well and all transactions are handled professionally. Public communication under the public relations services are handled well also. This is accountability within the bank and to the clients as well as the general public, but 26.6%

did not agree or were not sure because they are not exposed to the details of the accountability mechanisms in place at the bank. On the financial transactions, the staff generates accounting information which is audited for compliance and clarity as well as accuracy, furthermore, human resources are solicited and managed to do work and meet the set goals and objectives. Also public relations communication is done through advertisement, answering public queries and concerns, communicating packages and corporate social responsibility which links up the bank and the public in games and sports and other public initiatives which they come up to support. All these functions ensure better and tenable financial accountability when the accounting information is audited, the human resources are well motivated when effectively planned for and in the public domain the bank is supported with more customers joining and consolidates existing ones well as well as keeping in the service market when it is financially sound.

Testing hypothesis

Hypothesis testing focuses on the performance measurement and accountability in Centenary Bank, Entebbe Road Branch as stated below;

H0: Performance measurement has not significantly affected Accountability in Centenary Bank, Entebbe Road Branch.

H1: Performance measurement has significantly affected Accountability in Centenary Bank, Entebbe Road Branch.

Testing the above hypothesis was based on the correlations, model summary, analysis of variance and coefficients as depicted below;

Table 6.12: Correlations.

		Performance Measurement and Accountability	Performance of Centenary Bank
Performance Measurement and Accountability	Pearson Correlation	1	.961**
	Sig. (2-tailed)		.000
	N	64	64
Performance of Centenary Bank	Pearson Correlation	.961**	1
	Sig. (2-tailed)	.000	
	N	64	64

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

Source: Field Data, 2018

From the Correlations above, with Pearson Correlations Sig. 2-Tailed at .961, and N at 64, and r of 0.961 mean, it is therefore deduced that performance measurement has significantly affected Accountability in Centenary Bank, Entebbe Road Branch which implies that the management of the bank ensure that performance aims at ensuring that individual staff and the departments attain the performance targets, thus the study is valid because it relates performance and accountability.

Table 6.13: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.961 ^a	.923	.922	.78860

a. Predictors: (Constant), Performance Measurement and Accountability

Source: Field Data, 2018

From the model summary on the performance measurement and accountability in Centenary Bank, Entebbe Road Branch, R at .961, R Square at .923 and Adjusted R Square at r at 0.922, it is therefore deduced that performance measurement has significantly affected Accountability in Centenary Bank, Entebbe Road Branch because the individual staff have to account for their work, upon which successfully evaluated, the staff are appraised positively and may be rewarded for the good work done. It means that management ensures that the staff do their work upon appraisal.

Table 6.14: Analysis Of Variance (ANOVA).

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	462.302	1	462.302	743.387	.000 ^b
	Residual	38.557	62	.622		
	Total	500.859	63			

a. Dependent Variable: Performance of Centenary Bank

b. Predictors: (Constant), Performance Measurement and Accountability

Source: Field Data, 2018

According to the analysis of variance in table 6.14, regression Mean Square at 462.302, frequency (F) at 743.387 at Sig. 000, it is therefore deduced that performance measurement has significantly affected Accountability in Centenary Bank, Entebbe Road Branch. The performance measurement at the bank is dependent upon the quality and determination of the

management and the human resources. The Span of Control ensure that tasks are performed to their accomplishment at the bank.

Table 6.15: Coefficients.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.192	.380		5.767	.000
	Performance Measurement and Accountability	.253	.009	.961	27.265	.000

a. Dependent Variable: Performance of Centenary Bank

Source: Field Data, 2018

The standardized coefficients (Beta) at .961 and Statistics at 5.767, Sig .000, this ensures accountability in the system because the harder the work the more the profitability and development of the bank. It is therefore deduced that performance measurement has significantly affected Accountability in Centenary Bank, Entebbe Road Branch, since the management are keen on supervising performance of the staff in order to ensure that the bank is able to measure up to the required performance.

CHAPTER SEVEN

STAFF APPRAISAL FEEDBACK AND CUSTOMER SATISFACTION IN CENTENARY BANK, ENTEBBE ROAD BRANCH

Introduction

The research study findings on objective three of the study on whether there is employee appraisal feedback and customer satisfaction in Centenary Bank, Entebbe Road Branch are presented, analyzed and interpreted in this section;

My organization is engaged in providing positive feedback for good performance

The study findings on whether my organization is engaged in providing positive feedback for good performance show that 6.3% of the respondents disagreed, 9.4% were not sure, 40.6% agreed and 43.8% strongly agreed, thus 84.4% agreed as presented in table 7.1;

Table 7.1: Responses on whether my organization is engaged in providing positive feedback for good performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	0	0	0	0
	Disagree	4	6.3	6.3	6.3
	Not Sure	6	9.4	9.4	15.6
	Agree	26	40.6	40.6	56.3
	Strongly Agree	28	43.8	43.8	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

The bank's management ensures that the employees are informed about, their individual performance through the feedback work assessment. The study found out that 84.4% of the respondents agreed that management and supervisors assess the various staff, and from their secret reports, open appraisals and suggestions they get through the suggestion box, they make a preliminary assessment of every staff. But 15.6% noted that because there is quite much emphasis on team work, the feedback may not be effective enough on individual staff. The feedback is communicated with the intentions of improving performance, making better strategies and motivating the well performing staff.

This helps the bank to maintain better supervision and execution of tasks using the best mechanisms in place as well as getting to terms with the latest technology applications to deliver excellent services. Majority of the respondents in agreement, it means the feedback mechanisms help the management and staff to ensure that they improve on the weak areas through various suggestions and consolidate where there are positive and excellent gains.

Feedback is ongoing and supports performance appraisal

The study findings no whether feedback is ongoing and supports performance appraisal, 12.5% of the respondents disagreed, 7.8% were not sure, 28.1% agreed and 51.6% strongly agreed, and as such 79.7% agreed as presented in table 7.2;

Table 7.2: Responses on whether feedback is ongoing and supports performance appraisal.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	0	0	0	0
	Disagree	8	12.5	12.5	12.5
	Not Sure	5	7.8	7.8	20.3
	Agree	18	28.1	28.1	48.4
	Strongly Agree	33	51.6	51.6	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

Feedback is critical in balancing the inputs and the outputs in the organization. From table 7.2 above, reveal that 79.7% of the respondents agreed that feedback on task performance is an ongoing process because every hour, every transaction, every task, impromptu meetings, weekly briefings, encounters with supervisors, with management, with fellow employees, in the media and all channels of communication either formal or informal involve feedback because there is communication effect, the positive and negative connotations. On the other hand, 20.3% reveal that sometimes information is not well communicated or is held back which means that the individual staff may miss on the feedback which would support their case when being questioned during appraisal. But since the feedback is regularly and is ably done, it enables the management to determine how they should appraise the staff, the feedback avails information from the various quarters about adversity of angles and tasks which can be relied upon to make decisions in

whether to give high or moderate or low appraisal score to a certain worker depending on the merits of the findings about how they do their work.

Delivering regular relevant job feedback enhances customer satisfaction

The research findings on whether delivering regular relevant job feedback enhances customer satisfaction reveal that 3.1% of the respondents strongly disagreed, 10.9% were not sure, 43.8% agreed and 42.2% strongly agreed. But majority that is 86.0% agreed as presented in table 7.3;

Table 7.3: Responses on whether delivering regular relevant job feedback enhances customer satisfaction.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.1	3.1	3.1
	Disagree	0	0	0	0
	Not Sure	7	10.9	10.9	14.0
	Agree	28	43.8	43.8	57.8
	Strongly Agree	27	42.2	42.2	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

The researcher found out that feedback is also certain when evaluating the individual job output. From table 7.3, it was revealed that 86.0% of the respondents agreed when the management, supervisors, fellow staff and clients raise either positive or negative statements about the methodology of work, the attitude of staff and management, the bank is able to use the information to partly reform where there are weaknesses and consolidate where there are gains. On the contrary, 14.0% revealed that it may not be reliable information to rely on to carry out any reforms in jobs because some information is derived from sentiments. But as agreed generally and particularly, when the management, clients/ customers, supervisors and fellow staff deliver valuable and constructive critique about the work methodology, it has always helped the performing team, to raise their work by ensuring that they do tasks in time, respect the job ethics, do their tasks in respect of the trust the management have in them and a lot more. This makes delivery of regular relevant job feedback so crucial in helping the staff know better how to work with and assist the clients and customers in order to win a commendable “Thank you” from the public.

Monitoring the feedback process ensures you can adjust to keep customer happy

The study findings on whether monitoring the feedback process ensures you can adjust to keep customer happy show that 4.7% of the respondents strongly disagreed, 1.6% disagreed, 17.2% were not sure, 35.9% agreed, 40.6% strongly agreed, but 76.5% agreed as presented in table 7.4;

Table 7.4: Responses on whether monitoring the feedback process ensures you can adjust to keep customer happy.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	4.7	4.7	4.7
	Disagree	1	1.6	1.6	6.3
	Not Sure	11	17.2	17.2	23.4
	Agree	23	35.9	35.9	59.4
	Strongly Agree	26	40.6	40.6	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

Feedback helps one to get the information critical for enabling better task execution in the future. From table 7.4, 76.5% of the respondents indicated that when the feedback information is critical of the way one works, the way the branch works, and it threatens the clientele, then tactical and strategies can be devised to motivate staff. For example if the staff are rude to clients because of delayed and less pay, then management would ensure that the employees get their salaries in time and allowance are paid on spot, others would include bonus pay for the staff which surely would motivate them to become better workers, and serve the customers well. Whereas 23.4% noted that feedback may exist but the management may not do appropriately what is required by them to motivate staff perform better as they may not boost fringe benefits for staff. However, because feedback is one of the best ways to bridge the gaps in the work environment and task execution, when well monitored at all levels, it would form the basis for management to use the information and address weaknesses for instance persistent offending employees may be recommended to change work environment or be terminated in order to safeguard the good image of the bank, and several corporate social responsibility activities may be carried out to

attract more clients to the bank for example supporting games and sports events and opening up accounts for students at in a minimum costs.

Striking up interesting conversations with customers results in acquisition of wealth of information

The study findings on whether striking up interesting conversations with customers results in acquisition of wealth of information show that 3.1% of the respondents strongly disagreed, 3.1% disagreed, 35.9% were not sure, 23.4% agreed and 34.4% strongly agreed as presented in table 7.5;

Table 7.5: Responses on whether striking up interesting conversations with customers results in acquisition of wealth of information.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.1	3.1	3.1
	Disagree	2	3.1	3.1	6.3
	Not Sure	23	35.9	35.9	42.2
	Agree	15	23.4	23.4	65.6
	Strongly Agree	22	34.4	34.4	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

The customer is the king. The findings of the study rely on the fact that while on the counter, the inquiries staff, those who monitor and assist customers, at the counter the public relations officer and bank manager avail time to meet and discuss with some clients and get feedback from them. In addition to that, even electronic banking would be a vital avenue to get feedback information from customers. From table 7.5, it was discovered that 57.8% strongly agreed that when the manager, the senior and junior staff meet the clients and they raise any concerns they as obliged and indeed they do, listen and address accordingly which has kept the customer levels high. On the contrary, 42.2% noted that sometimes the staff and management may not appropriate enough time to customers’ concerns. Being a business oriented bank which relies on customers for her earnings, the bank pays attention to all feedback and compares it in a pool so that where there are weaknesses, the management and staff come up with ways such as reprimand, recovery, apology to the customers in order to maintain the cordial working relations.

Current performance feedback in my organization is fair and unbiased on staff side

The study findings on whether the current performance feedback in my organization is fair and unbiased on staff side show that 7.8% of the respondents strongly disagreed, 3.1% disagreed, 23.4% were not sure, 29.7% agreed and 35.9% strongly agreed, so since 65.6% agreed as presented in table 7.6;

Table 7.6: Responses on whether current performance feedback in my organization is fair and unbiased on staff side.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	7.8	7.8	7.8
	Disagree	2	3.1	3.1	10.9
	Not Sure	15	23.4	23.4	34.4
	Agree	19	29.7	29.7	64.1
	Strongly Agree	23	35.9	35.9	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

Feedback from any source in the bank avails information in form of whistle blow and critique calling for the best. From table 7.6, it was revealed that 65.6% of the respondents strongly agreed that the management and clients as well as staff give feedback not because of egoistic ends but because of concern for better service delivery. However, with 34.4% noted that some un synthesized feedback information may lead to some staff unfairly losing their jobs. Feedback in the real sense in the bank is simply critical evaluative information which the management receives and gives which supervisors give and receive which staff give and receive and which clients give aims at streamlining task performance at all levels. It is not at all concerned with being biased in favour or against a given member of staff, because in any case there is always room for investigations, warning and critical evaluation. The decision is arrived at after all available options of enquiry and investigation about the work ethics like accounting for transactions, relating to fellow staff, and all avenues are all exhausted. The presumption is, the best decision is taken which is why the bank has a powerful and sounding reputation.

Self-confidence is built through feedback

The findings on whether self-confidence is built through feedback established that 7.8% of the respondents strongly disagreed, 9.4% disagreed, 6.3% were not sure, 45.3% agreed and 31.3% strongly agreed. As presented in table 7.7, 76.6% agreed that's elf-confidence was built through feedback.

Table 6.7: Responses on whether self-confidence is built through feedback.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	7.8	7.8	7.8
	Disagree	6	9.4	9.4	17.2
	Not Sure	4	6.3	6.3	23.4
	Agree	29	45.3	45.3	68.8
	Strongly Agree	20	31.3	31.3	100.0
	Total		64	100.0	100.0

Source: Field Data, 2018

The staff and management build capacity partly with the way feedback impacts on them individually or as a team. Findings reveal that 76.6% of the respondents generally agreed that learning to handle feedback be it positive or negative has an impact on the way workers execute tasks and how they perceive the job. With critique of their performance, the individual employees are able to improve on the weak areas such as enhance customer satisfaction, and they consolidate the strong areas such as proper accounting for funds received and disbursed at the counter. On the contrary, 23.4% disagreed and were also not sure that quite a number of employees tend to lose motivation with over critiquing of their performance. But, critiquing performance was the best sure way the employees understood their weak areas like failing to communicate properly with clients and management and ensure that they communicate better in the subsequent cases. When the employee learnt to handle feedback well, the bank was able to retain the best performing staff hence its good performance with the good team of employees.

The regular feedback process ensures positive reinforcement

The study findings on whether regular feedback process ensures positive reinforcement showed that 3.1% of the respondents strongly disagreed, 6.3% disagreed, 14.1% were not sure, 34.4% agreed and 42.2% strongly agreed, as such 76.6% agreed as presented in table 7.8.

Table 7.8: Responses on whether the regular feedback process ensures positive reinforcement.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.1	3.1	3.1
	Disagree	4	6.3	6.3	9.4
	Not Sure	9	14.1	14.1	23.4
	Agree	22	34.4	34.4	57.8
	Strongly Agree	27	42.2	42.2	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

Feedback is good if the individual or management are to reinforce performance. From table 7.8, 76.6% generally agreed that daily, weekly, monthly and periodic regular feedback to clients, staff and management has positioned them in such a way that when there are few staffs, they obtain reinforcements from other branches, the time for normal closure which was 4:30pm, for the case of this very bank extended to 5:30pm because of its vital business transactions and online banking was promoted to save the customers from the burden of queuing up for long. But for 23.4% of the respondents disagreed and were not sure that regular feedback may be monotonous information which can after all be ignored and vital reforms missed. However, with respectable feedback, the bank was able to make better and flexible policies on credit creation and management, electronic banking, insurance banking, customer satisfaction, retention and a couple of the feedback areas which promote the good reputation of the bank.

My manager discusses regularly my job performance with me

From the study on whether my manager discusses regularly my job performance with me, the respondents revealed that 9.4% of the respondents strongly disagreed, 9.4% disagreed, 10.9% were not sure, 26.6% agreed and 43.8% strongly agreed. So 70.4% agreed as presented in table 7.9.

Table 7.9: Responses on whether my manager discusses regularly my job performance with me.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	9.4	9.4	9.4
	Disagree	6	9.4	9.4	18.8
	Not Sure	7	10.9	10.9	29.7
	Agree	17	26.6	26.6	56.3
	Strongly Agree	28	43.8	43.8	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

The manager has to ensure that he/she communicates to the individual staff about their job performance. The findings of the study revealed that 70.4% of the respondents agreed the bank manager gets time on routine basis usually after closure and on weekend or on call and discuss with individual employees about their work/job performance, whereas 29.7% noted that because the staff were usually busy, there was little time to fully discuss their jobs, but the manager would at least not miss to address the employees about their strengths and weaknesses going by the feedback obtained in the daily, weekly and monthly reports. Since employees prepared their documents, the manager was able to monitor their arrival time, the way they serve at the counter and away from it, their customer communication skills and language. This would enable the manager to arrive at preliminary conclusion about the nature of employees they had to handle for better results.

I enjoy discussing about my performance with customers

According to the study on whether the respondents enjoy discussing about their performance with customers, it was revealed that 9.4% of the respondents disagreed, 9.4% were not sure, 32.8% agreed and 48.4% strongly agreed, hence, 81.2% agreed as presented in table 7.10;

Table 7.10: Responses on whether I enjoy discussing about my performance with customers.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagreed	0	0	0	0
Disagree	6	9.4	9.4	9.4
Not Sure	6	9.4	9.4	18.8
Agree	21	32.8	32.8	51.6
Strongly Agree	31	48.4	48.4	100.0
Total	64	100.0	100.0	

Source: Field Data, 2018

The study found out that employees can discuss though not at length their job performance with customers at the informal level. Form the table above, 81.2% agreed that when at the counter of following the lines or at the inquiries desk, the employees can clip in with the good explanations about their work so that the clients can appreciate what they do for them. However, 18.8% did not agree because there was no need to allot time meant for work to discuss issues by the staff to the clients, this was quite professional when helping the customers with their problems at hand. But since the majority agreed, the respondents in a way informed the researcher that on small assurance matters like, “I also appreciate the bank manager”, “the bank has me as a professional and am happy to work with you” are some of the positive and acceptable comments that are tolerable to discuss with the customers.

I am satisfied with the way my organization provides me with feedback

The research set out to examine whether the respondents were satisfied with the way the organization provides them with feedback and the findings were, 7.8% of the respondents strongly disagreed, 7.8% disagreed, 6.3% were not sure, 50.0% agreed and 28.1% strongly agreed as presented in table 7.11;

Table 7.11: Responses on whether I am satisfied with the way my organization provides me with feedback.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	7.8	7.8	7.8
	Disagree	5	7.8	7.8	15.6
	Not Sure	4	6.3	6.3	21.9
	Agree	32	50.0	50.0	71.9
	Strongly Agree	18	28.1	28.1	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

The organization management offers feedback to the staff through various ways, they include letter written and addressed to a specific or all staff and by email. From the table 7.11 above, it was found out that 78.1% of the respondents agreed that management give written, digital and verbal feedback directly to the intended recipients. For example, warning letters are directly addressed to those being warned, the emails are circulated to the concerned party and the communication was usually instant accompanied with a phone call as reminder. The recipient is given the opportunity to discuss their fate so that a decision is taken when all appropriate measures have been explored. But 21.9% disagreed and were not sure that some of the strong worded letters and feasible feedback could not be well intentioned and thus appropriated in an improper way so the recipient which can be a recipe for losing their confidence and motivation for example when a worker was wrongly accused of fraud and they are traumatized through the legal process yet at a later stage they are found to be innocent. This has negative attachment and may affect the relations between the employee and the organization which can lead to court battles and resignations losing highly proficient staff.

Regular feedback can help employees learn how to better address customer concerns

The study findings on whether regular feedback can help employees learn how to better address customer concerns show that 6.3% of the respondents strongly disagreed, 12.5% disagreed, 6.3% were not sure, 35.9% agreed and 39.1% strongly agreed, so as such 75.0% agreed as presented in table 7.12;

Table7.12: Responses on whether regular feedback can help employees learn how to better address customer concerns.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	6.3	6.3	6.3
	Disagree	8	12.5	12.5	18.8
	Not Sure	4	6.3	6.3	25.0
	Agree	23	35.9	35.9	60.9
	Strongly Agree	25	39.1	39.1	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

When feedback is regular, it leads or helps employees learn how to best address the concerns of the customers. From table above, 75.0% of the respondents agreed that regular feedback positions the employees well in responding to the needs of the clients, the demands of the job, the promotion of public relations of the bank and better accountability promotion. The study found out that indeed the employees who took feedback as a way of unsettling them at their current jobs, now take it as a means of learning their mistakes, improving their work ethics and best service delivery, and consequently they just waited for it to come because it was more of a certainty than uncertainty. However, 25.0% disagreed and were not sure that some employees are instead over flattered to become careless if feedback was very positive on their side, they hardly become fine tuners, save for professionally accomplished ones like accountants; but in whatever form it comes, feedback gives the most sure way to address customer concerns and by this the employees could give customers better information on credit issues, status of their accounts and the financial health as well as packages offered by the bank.

My manager communicates with me frequently about my performance

According to the study findings on whether the manager communicates with employees frequently about their performance show that 1.6% of the respondents strongly disagreed, 9.4% disagreed, 12.5% were not sure, 51.6% agreed and 25.0% strongly agreed as presented in table 7.13;

Table 7.13: responses on whether my manager communicates with me frequently about my performance.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.6	1.6	1.6
	Disagree	6	9.4	9.4	10.9
	Not Sure	8	12.5	12.5	23.4
	Agree	33	51.6	51.6	75.0
	Strongly Agree	16	25.0	25.0	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

The manager manages human resources in order to accomplish with them the tasks and fulfill the organizations objectives. According to the study findings in table 7.13 above, 76.6% of the respondents agreed that the manager calls up the concerned member of staff to discuss with them their performance, so in case any issues arise, they are discussed. From the study, it was revealed that the manager finds time immediately any issue of concern arises and communicates with the concerned person/ staff so that they can streamline work. This concerns staff in the credit/ loans department, banking, tax management, support staff, information and communications, technology and public relations. The feedback delivered is either from explicit or implicit sources, and it is always seen as the concern of the manager to keep their branch clean and well performing. But 23.4% disagreed and were not sure that since the manager has many staffs to supervise and other tasks, it is unwise to dwell on and individual staff unless the issues are so critical. As team leaders, however, the manager endeavors to regularly communicate to the staff about their performance.

Feedback avails valuable information that can be used to make important decisions

From the study findings in table 7.14, 3.1% of the respondents strongly disagreed on whether feedback avails valuable information that can be used to make important decisions, 9.4% disagreed, 12.5% were not sure, 51.6% agreed and 23.4% strongly agreed;

Table 7.14: Feedback avails valuable information that can be used to make important decisions.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.1	3.1	3.1
	Disagree	6	9.4	9.4	12.5
	Not Sure	8	12.5	12.5	25.0
	Agree	33	51.6	51.6	76.6
	Strongly Agree	15	23.4	23.4	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

Decision making is dependent upon the past, present and future information in order to ensure that the weaknesses of the past are not repeated, the achievements of the past and present are consolidated, and create a bright future. Findings in the table 7.14 above reveal that 75.0% of the respondents generally agreed that feedback in credit management, banking, insurance, taxation, human resource management, clientele and general bank duties are crucial ingredients on table to enhance decision making. For example when it's important to reform credit management experts in the department are consulted in line with policy and prevailing conditions to streamline performance. However, 25.0% disagreed and were not sure that feedback is only a source of information which can even be ignored in decision making if not found appropriate. But the information from various sources about the feedback is vital to examine the performance of the various individuals and departments in order to make decisions on whether they alter the status quo or not.

I always get adequate feedback on my performance.

The findings of the study on whether one always gets adequate feedback on their performance revealed that 3.1% of the respondents strongly disagreed, 4.7% disagreed, 6.3% were not sure, 32.8% agreed and 53.1% strongly agreed. Therefore most respondents (85.9%) agreed as presented in table 7.15;

Table 7.15: Responses on whether I always get adequate feedback on my performance.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.1	3.1	3.1
	Disagree	3	4.7	4.7	7.8
	Not Sure	4	6.3	6.3	14.1
	Agree	21	32.8	32.8	46.9
	Strongly Agree	34	53.1	53.1	100.0
	Total		64	100.0	100.0

Source: Field Data, 2018

The respondents agreed that the management being so critical about the work they do and how they do it, being that they largely deal with cash and financial transactions, 85.9% generally agreed that the employees are critically examined and their performance monitored and evaluated so that extensive feedback is given that can ensure that they are rightly performing and enable to advance their skill and ability to perform. On the other hand, 14.1% disagreed and were not sure that the feedback may not be adequate because not all details are exhausted but instead only those areas of interest draw the attention of the management. The research study noted that because the bank handles money and it being a critical issue, it requires thorough handling at all levels which brings management in to be so critical and ensure that proper measures of performance are in place.

Centenary Bank rewards valuable customers for their loyalty

According to the study findings on whether Centenary Bank rewards valuable customers for their loyalty, 6.3% of the respondents strongly disagreed, 6.3% disagreed, 7.8% were not sure, 42.2% agreed and 37.5% strongly agreed. These findings are presented in table 7.16;

Table 7.16: Responses on whether Centenary Bank rewards valuable customers for their loyalty.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	6.3	6.3	6.3
	Disagree	4	6.3	6.3	12.5
	Not Sure	5	7.8	7.8	20.3
	Agree	27	42.2	42.2	62.5
	Strongly Agree	24	37.5	37.5	100.0
	Total	64	100.0	100.0	

Source: Field Data, 2018

Customer royalty is critical, and in a formal organization like centenary bank, it is rewarded. From the table above, 79.7% of the respondents generally agreed that the bank rewards interest to the customers who have fixed deposit accounts, current accounts and those with savings accounts which have less withdraws also get good interests. Furthermore, the royal customers easily obtain credit and the interest rates are not high ranging between 2.1 to 12 percent, and this benefits business men and women, schools and institutions, school fees loan applicants, car loan applicants and so on. Also the rattle draws for various prizes like vehicles, TVs and other are given to the customers. According to 20.3% of the respondents disagreed and were not sure, however the rewards are not specific to customers of the branch and are not limited to the branch, but the rewards being non-discriminatory all royal customers at least are rewarded with calendars, T-shirt and other gift hampers in some way.

Testing Hypothesis.

The hypothesis testing focused on employee feedback and customer satisfaction in Centenary Bank, Entebbe Road Branch as stated below;

***H0:** Employee feedback has not enhanced Customer satisfaction in Centenary Bank, Entebbe Road Branch*

***H1:** Employee feedback has enhanced Customer satisfaction in Centenary Bank, Entebbe Road Branch*

The testing was based on the correlations, model summary, analysis of variance and coefficients as shown in the subsequent presentation;

Table 7.17: Correlations

		Employee Feedback and Customer satisfaction	Performance of Centenary Bank
Employee Feedback and Customer satisfaction	Pearson Correlation	1	.948**
	Sig. (2-tailed)		.000
	N	64	64
Performance of Centenary Bank	Pearson Correlation	.948**	1
	Sig. (2-tailed)	.000	
	N	64	64

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

Source: Field Data, 2018

According to the Pearson Correlation Coefficients (Sig. 2-Tailed), with N at 64, .948 of the respondents agreed that the management encourages employee Feedback and Customer satisfaction which influences performance of Centenary Bank. Findings showed that employee feedback has enhanced Customer satisfaction in Centenary Bank, Entebbe Road Branch because the employees were critically examined and their performance monitored and evaluated so that extensive feedback given could ensure that they are rightly performing and enable to advance their skills and ability to perform.

Table 6.18: Model Summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.948 ^a	.899	.897	.90279

a. Predictors: (Constant), Employee Feedback and Customer satisfaction

Source: Field Data, 2018

According to the model summary, with R at .948, R Square at .899 and Adjusted R Square at .897, thus employee feedback has enhanced Customer satisfaction in Centenary Bank, Entebbe Road Branch, so there is feedback in all departments and general bank duties were crucial

ingredients on table to enhance decision making for example when it was important to reform credit management. Experts in the department were consulted in line with policy and prevailing conditions to streamline performance.

Table 6.19: Analysis Of Variance.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	450.328	1	450.328	552.530	.000 ^b
	Residual	50.532	62	.815		
	Total	500.859	63			

a. Dependent Variable: Performance of Centenary Bank

b. Predictors: (Constant), Employee Feedback and Customer satisfaction

Source: Field Data, 2018

The research findings from the analysis of variance showed that the regression analysis (Mean Square) at 450.328, Residual Mean Square at .815, and Frequency at 552.530 and Sig. 000, employee feedback has enhanced Customer satisfaction in Centenary Bank, Entebbe Road Branch, hence the management ensured that they discuss performance with member of staff about their performance, so in case any issues arose, they are discussed in order to streamline service delivery to the customers.

Table 6.20: Coefficients.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.699	.461		3.685	.000
	Employee Feedback and Customer satisfaction	.174	.007	.948	23.506	.000

a. Dependent Variable: Performance of Centenary Bank

Source: Field Data, 2018

From the coefficients, Standardized coefficients (beta) at .948 and Statistics (t) about Employee Feedback and Customer satisfaction at 23.506, it was revealed that the manager finds time

immediately any issue of concern arises and communicates with the concerned person/ staff so that they could streamline work. Employee feedback has enhanced Customer satisfaction in Centenary Bank, Entebbe Road Branch, and the concerned staff in the credit/ loans department, banking, tax management, support staff, information and communications, technology and public relations. The feedback delivered was either from explicit or implicit sources and it was always seen as the concern of the manager to keep their branch clean and well performing.

Multiple Regression Analysis

The current multiple regression analysis was about Performance Standards, Performance Measurement and Accountability and Employee Feedback and Customer satisfaction, and how they influence Performance of Centenary Bank as presented and explain in this section;

Correlations

		Performance Standard	Performance Measurement and Accountability	Employee Feedback and Customer satisfaction	Performance of Centenary Bank
Performance Standard	Pearson Correlation	1	.989**	.995**	.945**
	Sig. (2-tailed)		.000	.000	.000
	N	64	64	64	64
Performance Measurement and Accountability	Pearson Correlation	.989**	1	.991**	.961**
	Sig. (2-tailed)	.000		.000	.000
	N	64	64	64	64
Employee Feedback and Customer satisfaction	Pearson Correlation	.995**	.991**	1	.948**
	Sig. (2-tailed)	.000	.000		.000
	N	64	64	64	64
Performance of Centenary Bank	Pearson Correlation	.945**	.961**	.948**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	64	64	64	64

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

Source: Field Data, 2018

According to the Pearson correlations (Sig 2-tailed), with N at 64, it means that with .989 focusing on performance measurement and accountability, .995 focusing on employee feedback and customer satisfaction, and .945 focusing on Performance of Centenary Bank, This

presentation means that the management encourages employees to perform their assignments on schedule in order to meet important deadlines, as well as serve the queues of customers at any time they are on duty.

Model Summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.961 ^a	.924	.920	.79521

a. Predictors: (Constant), Employee Feedback and Customer satisfaction, Performance Measurement and Accountability, Performance Standard

Source: Field Data, 2018

The model summary shows that with R at .961, R square at .924 and Adjusted R Square at .920, it means that there is constant employee feedback in order to boost customer satisfaction, ensure accountability and improve the performance standard. The management constantly find time immediately to address any issues which may hamper performance. This is aimed at streamlining work in the credit/ loans department, banking, tax management, support staff, information and communications, technology and public relations.

Analysis of Variance.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	462.918	3	154.306	244.019	.000 ^b
	Residual	37.941	60	.632		
	Total	500.859	63			

Source: Field Data, 2018

- a. Dependent Variable: Performance of Centenary Bank
- b. Predictors: (Constant), Employee Feedback and Customer satisfaction, Performance Measurement and Accountability, Performance Standard.

According to the unified analysis of variance, it is clear that giving feedback to employees improves their work ethics, their work attitude towards customer satisfaction, fostering accountability and improving performance standard which is possible because the staff are required to concentrate on duty from 8:00am, close at 4:00pm and also extend to 5:30pm which time is adequate for the management to ensure that they caution, follow-up and discuss the work status better accountability purposes.

Coefficients.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.464	.479		5.142	.000
	Performance Standard	-.042	.088	-.177	-.475	.637
	Performance Measurement and Accountability	.319	.072	1.212	4.455	.000
	Employee Feedback and Customer satisfaction	-.014	.078	-.077	-.183	.855

a. Dependent Variable: Performance of Centenary Bank

Source: Field Data, 2018

From the standardized coefficients (Beta) at-.177 and statistics at -.475, the performance standards of the bank are admirable. In addition to that 1.212 (beta) and statistics (t) at 4.455 and beta at -.077 and statistics at -.183 there was observance of the ethics of ensuring accountability for customers and bank’s shareholder’s resources in order to keep the bank operational. A sound banking system would also see the management working towards ensuring that the employees and customers are on the same page through customer satisfaction services which are easily promoted in the bank. The bank maintains well performing employees. The positive appraisal given to employees has made some of them grow in rank from subordinate to supervisors and managers. The best performing staff are not only maintained but even rewarded and the bank has many which showed a positive attribute. The staffs are required to report to duty by 7:30am, start work at 8:00am, close at 5:30pm and spend more time individually developing accounting information for accountability purposes. The longer hours of work, the short leave from work and requesting them to work on weekends ensured that at least an employee availed over 10 to 13 hours of the 24hours to the bank. So they handled large work, many customers thus bringing in a lot of revenue and foreign exchange receipts for the bank. The staff members contribute 10 to 13 hours of their time daily from Monday to Friday and 8 hours on Saturday to duty, they are able to do most of the assignments in time and beat important deadlines. Rightly agreed, the staff performs tasks quite fast and well in time appropriate enough. Each department worked as a team and hence the spirit of brotherhood and togetherness at work has steered fast and more accomplished performance.

CHAPTER EIGHT

HARMONIZATION OF APPRAISING OF STAFF AND PERFORMANCE AT CENTENARY BANK, ENTEBBE ROAD BRANCH

Introduction

The study on appraising staff and performance at Centenary Bank was vital. Accurate appraisal of staff was crucial for the evaluation of recruitment, selection and training procedures that led to improved performance. Performance appraisal was formally done on periodic basis to review and evaluate the individual's job performance. When it is properly done, performance appraisal provided feedback to employees that help to improve their performance and thus the bank also benefited by ensuring that employees' effort and ability make contribution to the bank's success. This chapter links the findings on appraising of staff and performance at Centenary Bank to the literature review and suggests the way forward for appraising of staff with the view to enhancing Centenary Bank's performance.

How performance standards have influenced efficiency and effectiveness in Centenary Bank, Entebbe Road Branch

According to the study, appraising staff as a process helped to identify, observe, measure and develop human performance in the bank since it makes an important contribution to effective human resource management and interlinked to the bank's performance. According to Lunenburg (2012), appraising staff is a management tool that helps management in its drive towards optimizing performance, primarily individual performance and therefore, organization performance now and in the future. The study revealed that the bank has in place established performance norms for appraising staff as agreed by 79.7% (Table 5.8) of the respondents. There was a human resource policy in place which stipulated the ways how the staff performance was appraised at a departmental and individual level. The various departments such as banking where the staff handle cases of accounts management, handling the cash deposits and withdrawals, cheques and other means by which money is transferred, the loans (credit) management department handles the processing, disbursement and collection of loan funds, human resources handles the human resource function in all departments, forex handles foreign currency

exchange, and all the others measures the performance of staff basing on the operational parameters as well as the expected outcomes.

From the study, it was found out that the performance standards for the various departments are in tandem with strategic objectives which revolve around having the most flexible banking services in Uganda by putting in place fair and flexible credit management regime, ensuring that financial transactions are well monitored and handled in time, ensuring that the human resources deliver in the best way for the success of the business, the transactions are well audited to ensure compliance and a couple of other strategic objectives.

According to Itika, (2007), performance standards should contain certain two basic kinds of information for the benefit of both employee and of supervisor. The performance standard share enabled the bank to measure employee performance more accurately by considering the individual and team output against the inputs to determine whether such human resources are useful to the bank or they are a liability.

According to the study, 82.8% (table 5.3) agreed that the openness of the system, accessibility to staff, to information and records generated enables the management to make decisions on the following; whether to increase capital investment in human resource training or not, whether to appropriate more into credit or loan debarment, whether to carryout auditing on daily, weekly, monthly or quarterly and so on basis and other management decisions. This when considered, viable parameters are drawn upon which the managers are able to draw conclusions on whether the obtaining productivity measurement are appropriate or not. The management has made it easy for anyone including the non-staff to inquest and get information on accountability in the bank. This includes demanding by clients and being able to get the bank statement of their accounts, the bank every year publishes the statement of financial position in its magazine and newspapers which are open acts of promoting transparency and accountability, and because personal accounts are personal, and the workers are ethically required to maintain confidentiality the public are able to get the general financial statement which is also very good for public accountability by the bank.

The management of the bank clearly communicates to the new staff the strategic objectives for the business which revolved around ensuring sustainability of the business, making it credit worth, profitable and customer friendly through its wide range of services. The open and necessary information was openly given to the staff to make them strive and achieve what is expected of them and beyond if possible.

Malatasta, and Byrne, (2007) explains that communicating performance standard to the employee is very essential. The employee should be informed and the standard should be clearly explained to the employee. This helps the employee to understand his/her role and to know what exactly is expected of him/her and when conducting performance appraisal, supervisors should clearly convey work expectations and make sure that employees understand these expectations. The management has expected level of performance from the staff and thus they set performance targets and the spatial temporal aspects for their fulfillment. The study found out that each department required to attain a certain level of profitability and all the staff in that department were expected to work and endeavor to attain the said standard level. Since it's a private profit driven organization, the bank tasks everyone of its members of staff to work extra and attain high businesses efficiency and effective to ensure high profits.

The bank senior staff welcomes suggestions and critique of their decisions from the lower staff. During departmental staff and general meetings, the staffs are requested to contribute to policy design and their inputs are considered for strategic planning, the staff critiques are considered and management may revise their course of action to yield and agree on minimums for better acceptability and performance of the business. The performance of every member of staff, every department and every layer in administration and management are evaluated to see if they deliver services to the customers well, if they make money for the bank, if they attract more customers, if they are complaints during audits and a couple of other issues.

When found compliant, the employees are given incentives for motivation like bonus pay, leave with pay, delegated responsibility and other attractive packages. On job training is done to replenish and advance the knowledge and skills of the staff. The bank organization symposia, seminars, workshops and retreats for the staff so that they are trained in the modern banking techniques, the new technologies, new public relations and Businesses-to-Business services, Business-to-Customer services.

Rewarding employees for their services is good enough for making the organization stand the test of time. The management of the bank track the progress of work and measure whether it is corresponding with the set performance targets (goals), and when the performance is good, the employees get or lay claim to better bonus pay, better allowance, salary increase, opportunities for knowledge and skill advancement and others.

In a related verbatim, Lunenburg (2012) states that in every establishment of organization especially in the public sectors, it becomes imperative to have the goal and objectives clearly states meaning that employer has to give detailed description of each person's role, communicate that role to them in a concise manner and adequately reward or correct their performance. The Centenary Bank identifies organizational career paths for employees where they are able to re-align the employees according to their established knowledge and skills. The management in the bank recognizes the best talents at individual and personal levels by giving them promotions, delegating paid responsibility to them and ensuring that those who have engaged in extra performance are given any rewards as they emerge. The subordinate staff have few privileges which may make them underperform sometimes.

Centenary Bank like any other banking institution according to 84.3% (Table 5.13) of respondents agreed that management makes individual analysis of employee specific performance every day, weekly and monthly in order to ensure that the staff who perform better get rewarded with better allowances and those who do not are also reprimanded by suspending their allowances as well as warning them. The management ensure that every staff at the bank perform their duties by supervising them closely on hourly and daily basis unless one has an issue that keep them away from duty, and hence in the process they are able to link individual and departmental levels of performance to compensation clearly for tasks executed.

How performance measurement has affected Accountability in Centenary Bank, Entebbe Road Branch

From the study, it was agreed that when Performance measurement system is rightly done, determining the individual human resource competence at work by measuring their performance against the established yardstick with the expected level of output enables the management to set attainable targets in the given period of time.

As observed in this study, Alexandra, et al, (2010) note that performance measurement in the bank includes the collection, reporting, and reviews of data reflecting various aspects of organizational performance, including service quality, cost-effectiveness and others. The incentives such as increased pay, paid trips for holidays, pre-paid maternity leave, education scholarships and others are some of the added advantages that the bank avails to the most prospective staff which drives them to work harder. The current and perceived incentives can be highly viable motivators to the staff which may and can surely drive the performance levels by leaps and bounds in a short period of time, and can improve the quality of their performance.

The quality of the employee's work and evaluation of the team quality performance makes them (employees) feel satisfied about their work. Furthermore, employees are more satisfied with their work which has driven them to perform better and ensured effectiveness in accountability for their work. Alexandra, et al, (2010) state that as the classical upward accountability and compliance with the formal rules in the public sector gradually gives way to the new concept of managerial answerability to a variety of actors operating in the hollow state, the demands for optimizing the performance measurement process increase. The quality of work is evaluated as well as the employee contentment it will impact on accountability success because there are many cases of fraud by staff and failure to do proper quality evaluation.

The senior staff and subordinate staff are able to evaluate the quality of work done which pleases the staff for the good performance, and thus drives them for further work and eventually ensure that performance is driven upwards as well as ensuring that accountability for every resource invested like finances and human resources are considered for their work. The management often fails to get the clear criteria to measure the performance of individual staff which makes it hard to segregate successes and weaknesses of the individual staff and instead over generalizes, a situation which means that all employees are equally evaluated and this biased results are often obtained.

The performance score card and schedule tracking enable the head of the given section to evaluate the input and output per employee, and this helps to identify the strengths as well as the weaknesses, and thus the way forward, and it implies that the performance measures in place like time management, accountability, records management, on desk services as well as other related public relations and internal services if well consolidated by what they have helped the bank

branch gain that is customer confidence, the bank as is the current case, will be able to attain all the stated and real objectives for improved work performance.

Armstrong (2005) classified the use of performance measurement systems into three, that is, the operational use which is related to operational planning and monitoring processes, incentives use which is related to target setting, incentives provision, and rewards and exploratory use which is related to prioritization, strategy management and learning, and policy development. Exploring performance is critical consideration for the various performance measurements like amount of time invested in work, the level of task accomplishment measured against the predetermined schedule, the level of individual task achievement, team cohesion and output are all crucial to enable the management streamline and communicate their strategy on the key areas to the public like customer satisfaction, credit management, tax administration and payments and the other services they offer, which is why most less literate people have never considered the banking sector as the most same way for their money.

Communication is effective and the best way to ensure effective linkage between staff and the management, management and clients/ customers, staff and customer, bank and the state and so on is through regular and well-targeted communication. The researcher was informed that the employees are informed if the tasks required of them at recruitment and induction, and this continue to take place in the weekly and impromptu briefings which happen regularly at all levels. With effective communication in the bank through, memos, briefs, notices, manuals, minutes of meetings, one-on-one and other effective methods are used which enables the management to link up properly at all level of the organization. All layers of the organization are kept well informed about what is taking place and the past as well as future strategies. This eliminates confusion thereby leading to coherence in task execution.

At personal employee level daily reports are generated, regarding the assignments, at departmental level, weekly reports are generated; branch level weekly reports are posted to the head office. This is addition to the emails, electronic transmissions of transactions every emails, electronic transmissions of transactions every moment ensures that there are clear records inform of reports which are compiled and consolidated annually.

The annual reviews help to know the returns/ profits, the state of the assets and liabilities, staff competence and turn over, relationship with stake holders, the shareholders state and all that, so annual reporting would give a wide array and arranged sequential flow of the health of the bank branch and the bank generally. The bank has documents like shareholders' memoranda, constitution and plans, the goals (strategic objectives) are clearly stated and are differentiated from the tactical objectives which are short and medium term intended to establish a standard set of performance evaluations regarding the individual performance, in terms of the tasks assigned and how they are attained as well as the delivery on scheduled performance measures for example number of customers served, cheques cleared, domestic and foreign transactions and so on. With majority in agreement, it means that the bank at inception had well stipulated goals whose intentions right from 1979 were to form a formidable banking institution which can later avail profits to the shareholders. What began as a catholic simple saving institution is now a large bank which has a lot of investor confidence for the dividends the shares have brought. Its profitability levels are admirable currently because annually they exceed 20 billion Uganda shillings.

Well-motivated employees, the management emphasizes responses and support team work. So, the management like staff and the clients are committed to the bank because it is financially sound, it's a church founded institution exhibiting a lot of care for the clients and it is committed to serve the customers diligently. The staff and management however are committed to their source of income and profits which they thus serve diligently.

Accountability is emphasized as the bank management has in place proper supervision mechanisms on the staff, they monitor the staff well and all transactions are handled professionally. Public communication under the public relations services are handled well also. This is accountability within the bank and to the clients as well as the general public, the staff generates accounting information which is audited for compliance and clarity as well as accuracy, furthermore, human resources are solicited and managed to do work and meet the set goals and objectives.

Alexandra, et al, (2010) revealed that in the context of its operational use, a performance measurement system is intended to measure the outputs and outcomes of organizations. The operational use involves operational planning (including the use of performance metrics for the preparation of performance), budget allocation, process monitoring, and the provision of information

Also public relations communication is done through advertisement, answering public queries and concerns, communicating packages and corporate social responsibility which links up the bank and the public in games and sports and other public initiatives which they come up to support. All these functions ensure better and tenable financial accountability when the accounting information is audited, the human resources are well motivated when effectively planned for and in the public domain the bank is supported with more customers joining and consolidates existing ones as well as keeping in the service market when it is financially sounding according to the Bank of Uganda.

How employee feedback has enhanced Customer satisfaction in Centenary Bank, Entebbe Road Branch

The bank's management ensures that the employees are informed about, their individual performance as agreed by 84.4% (Table 7.1) of the respondents. The management and supervisors assess the various staff, and from their secret reports, open appraisals and suggestions they get through the suggestion box, they make a preliminary assessment of every staff. Cintrón, and Flaniken, (2008) states that feedback helps to inform the employees about what they need to self-assess and how to improve their performance. Feedback is one of the most prevalent interventions in the field of organizational behavior management in Centenary Bank and is a highly popular invention in the domain of applied behavior analysis. The feedback mechanisms help the management and staff to ensure that they improve on the weak areas through various suggestions and consolidate where there are positive and excellent gains. Hence the feedback is communicated with the intentions of improving performance, making better strategies and motivating the well performing staff.

Feedback on task performance is an ongoing process because every hour, every transaction, every task, impromptu meetings, weekly briefings, encounters with supervisors, with management, with fellow employees, in the media and all channels of communication either formal or informal involve feedback because there is communication the effect, the positive and negative connotations. The individual staff may mission on the feedback which would support their case when being questioned during appraisal. Brown et al, (2010) assert that effective feedback is critical to the success of each employee, team and company. It motivates employees to improve their job performance by enhancing ability, encouraging effort, and acknowledging results. If included in a managerial strategy and given consistently, effective feedback can reduce employee mistakes, enhance performance and increase efficiency within the workplace.

It is therefore critical that managers seeking to increase productivity and reduce costs provide effective feedback to their employees. since the feedback is regularly and stealthy done, it enables the management to determine how they should appraise the staff, the feedback avails information from the various quarters about adversity of angles and tasks which can be relied upon to make decisions in whether to give high or moderate or low appraisal score to a certain worker depending on the merits of the findings about how they do their work.

The management, clients/ customers, supervisors and fellow staff deliver valuable and constructive critique about the work methodology, it has always helped the performing tea, to raise their work by ensuring that they do tasks in time, respect the job ethics, do their tasks in respect of the trust the management have in them and a lot more, this makes delivery of regular relevant job feedback so crucial in helping the staff know better how to work with and assist the clients and customers in order to win a commendable “Thank you”.

Feedback helps one to get the information critical for enabling better task execution in the future. The feedback information is critical of the way one works, the way the branch works, and it threatens the clientele, then tactical and strategies can be devised to motivate staff for example if the staff are rude to clients because of delayed and less pay, then management would ensure that the employees get their salaries in time and allowance are paid on spot, others would include bonus pay for the staff which surely would motivate them to become better workers, and serve the customers well.

Aslam, and Noor, (2011) stated that the effect of feedback before one's action is as important as when the feedback is given after one's action that is it is essential to give continuous feedback, and not only when something wrong happens because feedback is one of the best ways to bridge the gaps in the work environment and task execution, when well monitored at all levels, it would form the basis for management to use the information and address weaknesses for instance persistent offending employees may be recommended to change work environment or be terminated in order to safeguard the good image of the bank, and several corporate social responsibility activities may be carried out to attract more clients to the bank for example supporting games and sports events and opening up accounts for students at in a minimum costs.

The customer is the king, the inquiries staff, those who monitor and assist customers, at the counter the public relations officer and bank manager avail time to meet and discuss with some clients and get feedback from them. In addition to that, even electronic banking would be a vital avenue to get feedback information from customers. The manager, the senior and junior staff meets the clients and they raise any concerns they as obliged and indeed they do, listen and address accordingly which has kept the customer levels high.

Being a business oriented bank which relies on customers for her earnings, the bank pays attention to all feedback and compares it in a pool so that where there are weaknesses, the management and staff come up with ways such as reprimand, recovery, apology to the customers in order to maintain the cordial working relations.

Feedback in the real sense in the bank is simply critical evaluative information which the management receives and gives which supervisors give and receive which staff give and receive and which clients give aims at streamlining task performance at all levels. It is not at all concerned with being biased in favour or against a given member of staff, because in any case there is always room for investigations, warning and critical evaluation. The decision is arrived at after all available options of enquiry and investigation about the work ethics like accounting for transactions, relating to fellow staff, and all avenues are all exhausted. The presumption is, the best decision is taken which is why the bank has a powerful and sounding reputation.

The staff and management build capacity partly with the way feedback impacts on them individually or as a team. And learning to handle feedback be it positive or negative has an

impact on the way workers execute tasks and how they perceive the job. With critique of their performance, the individual employees are able to improve on the weak areas such as enhance customer satisfaction, and they consolidate the strong areas such as proper accounting for funds received and disbursed at the counter.

Feedback is good if the individual or management are to reinforce performance so there is daily, weekly, monthly and periodic feedback to clients, staff and management has positioned them in such a way that when there are few staffs, they obtain reinforcements from other branches, the time for normal closure which is 4:00pm is for the case of this very bank extended to 5:30pm because it is at a vital business centre, online banking has been promoted so that the customers can be saved the burden of living up for many minutes and failure of transactions at the counter is minimized. With respectable feedback, the bank has been able to make better and flexible policies on credit creation and management, electronic banking, insurance banking, customer satisfaction, retention and a couple of the feedback areas which promote the good reputation of the bank.

The manager has to ensure that he/she communicates to the individual staff about their job performance. The findings of the study revealed that the bank manager gets time on routine basis usually after closure and on weekend or on call and discuss with individual employees about their work/job performance. There is little time to fully discuss their jobs, but because regardless of the time to fully discuss their jobs, but because regardless of the time, the manager would at least not mince but address the employees about their strengths and weaknesses going by the feedback obtained in the daily, weekly and monthly reports. Since employee prepares their documents, the manager is able to monitor their arrival time, the way they serve at the counter and away from it, their customer communication skills and language.

The study findings confirm with Itika (2007) who assert that, decisions are taken to improve the performance of the employee, take the required corrective actions, or the related human resource decision like rewards, promotions, demotions, transfers among others. According to the writer, by going through the above stages when embarking on performance appraisal, studies have indicated that employees have been able to achieve targets set. Thus the staff performs tasks quite fast and well in time appropriate enough. The bank constitutes departments which function and reinforce each other for better performance, and thus each department works as a team and

hence the spirit of brotherhood and togetherness at work has steered fast and more accomplished performance.

Accurate appraisal of staff is crucial for the evaluation of recruitment, selection, and training procedures that lead to improved performance. Performance appraisal is formally done on periodic basis to review and evaluate the individual's job performance. When it is properly done, performance appraisal provides feedback to employees that improve their performance and thus the bank also benefit by ensuring that employees' effort and ability make contribution to the bank's success.

According to the study, when at the counter of following the lines or at the inquiries desk, the employees can clip in with the good explanations about their work so that the clients can appreciate what they do for them. Management give written, digital and verbal feedback directly to the intended recipients, for example warning letters are directly addressed to those being warned, the emails are circulated to the concerned party and the communication is usually instant accompanied with a phone call as reminder. The recipient is given the opportunity to discuss their fate so that a decision is taken when all appropriate measures have been explored. The feedback in the form it comes has been and continues to be helpful in the branch because it has led to better recognition and respect for work by the staff.

With regular feedback positions the employees in responding to the needs of the clients, the demands of the job, the promotion of public relations of the bank and better accountability promotion. The study found out that indeed the employees who took feedback as a way of unsettling them at their current jobs, now take it as a means of learning their mistakes, improving their work ethics and best service delivery, and consequently they just wait for it to come because it is more of a certainty than uncertainty. And feedback gives the surest way to address customer concerns and by this the employees can give customers better information on credit issues, status of their accounts and the financial health as well as packages offered by the bank.

Feedback in credit management, banking, insurance, taxation, human resource management, clientele and general bank duties are crucial ingredients on table to enhance decision making for example when it's important to reform credit management experts in the department are consulted in line with policy and prevailing conditions to streamline performance. The

information from various sources about the feedback is vital to examine the performance of the various individual and departments in order to make decisions on whether they alter the status quo or not.

The management being so critical about the work they do and how they do it, the employees are critically examined and their performance monitored and evaluated so that extensive feedback is given that can ensure that they are rightly performing and enable to advance their skill and ability to perform. As observed, and in relation to Brown et al, (2010), there is now a consensus that the effect of feedback is contingent on the organizational setting in which it is provided and on the characteristics of the feedback itself. Goal setting and incentives stand out as features that appear to increase recipients' attention to feedback and improve the consistency of its effects.

Conclusion,

In conclusion appraising staff as a process helped to identify, observe, measure and develop human performance in the bank since it makes an important contribution to effective human resource management and interlinked to the bank's performance. The human resource policy in place stipulates how the staff performance is appraised at all levels in the bank. In the various departments such as banking where the staff handle cases of accounts management, handling the cash deposits and withdrawals, cheques and other means by which money is transferred, the loans (credit) management department handles the processing, disbursement and collection of loan funds, human resources handles the human resource function in all departments, forex handles foreign currency exchange, and others. Appraisal depends on having the most flexible banking services in Uganda by putting in place fair and flexible credit management regime, ensuring that financial transactions are well monitored and handled in time, ensuring that the human resources deliver in the best way for the success of the business, the transactions are well audited to ensure compliance and a couple of other strategic objectives. The management ensure that every staff at the bank perform their duties by supervising them closely on hourly and daily basis unless one has an issue that keep them away from duty, and hence in the process they are able to link individual and departmental levels of performance to compensation clearly for tasks executed. The management of the bank clearly communicates to the appraisal results to old and new staff the strategic objectives for the business which revolved around ensuring sustainability

of the business, making it credit worth, profitable and customer friendly though its wide range of services.

According to the study, when Performance measurement system is rightly done, determining the individual human resource competence at work by measuring their performance against the established yardstick with the expected level of output enables the management to set attainable targets in the given period of time. The quality of the employee's work and evaluation of the team quality performance makes them (employees) feel satisfied about their work. The senior staff and subordinate staff are able to evaluate the quality of work done which pleases the staff for the good performance, and thus drives them for further work and eventually ensure that performance is driven upwards as well as ensuring that accountability for every resource invested like finances and human resources are considered for their work.

From the study, management and supervisors assess the various staff, and from their secret reports, open appraisals and suggestions they get through the suggestion box, they make a preliminary assessment of every staff. The feedback mechanisms help the management and staff to ensure that they improve on the weak areas through various suggestions and consolidate where there are positive and excellent gains. The customer is the king, the inquiries staff, those who monitor and assist customers, at the counter the public relations officer and bank manager avail time to meet and discuss with some clients and get feedback from them. In addition to that, even electronic banking would be a vital avenue to get feedback information from customers. The manager, the senior and junior staff meets the clients and they raise any concerns they as obliged and indeed they do, listen and address accordingly which has kept the customer levels high. Since the bank is business oriented bank which relies on customers for her earnings, the bank pays attention to all feedback and compares it in a pool so that where there are weaknesses, the management and staff come up with ways such as reprimand, recovery, apology to the customers in order to maintain the cordial working relations. Feedback in the real sense in the bank is simply critical evaluative information which the management receives and gives which supervisors give and receive which staff give and receive and which clients give aims at streamlining task performance at all levels. It is not at all concerned with being biased in favour or against a given member of staff, because in any case there is always room for investigations, warning and critical evaluation.

CHAPTER NINE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Introduction

This chapter presents the summary of findings, conclusions and recommendations based on how the study's objectives which were to; examine how performance standards have influenced efficiency and effectiveness in Centenary Bank, Entebbe Road Branch, how performance measurement has affected Accountability in Centenary Bank, Entebbe Road Branch and how employee feedback has enhanced Customer satisfaction in Centenary Bank, Entebbe Road Branch. Also presented are the areas for further study.

Summary of findings

The following is the thematic summary of the findings;

How performance standards have influenced efficiency and effectiveness in Centenary Bank, Entebbe Road Branch

The appraising staff as a process helps to identify, observe, measure and develop human performance in the bank. Appraising staff is known as a tool that helps management in its drive towards optimizing individual's both present future performances in an organization. There was a human resource policy in place which stipulated the ways how the staff performance was appraised at a departmental and individual level. The various departments such as banking where the staff handle cases of accounts management, handling the cash deposits and withdrawals, cheques and other means by which money was transferred, the loans (credit) management department handling the processing, disbursement and collection of loan funds, human resources handles the human resource function in all departments, forex handles foreign currency exchange and all the others measure the performance of staff basing on the operational parameters as well as the expected outcomes. The performance standards of the various departments were in tandem with strategic objectives which revolved around having the most flexible banking services in Uganda by putting in place fair and flexible credit management regime, ensuring that financial transactions are well monitored and handled in time.

The management made it easy for anyone including the non-staff to inquire and get information on accountability in the bank. This included demanding by clients and being able to get the bank statement of their accounts, the bank every year publishes the statement of financial position in its magazine and newspapers which are open acts of promoting transparency and accountability, and because personal accounts are personal, and the workers are ethically required to maintain confidentiality the public are able to get the general financial statement which is also very good for public accountability by the bank.

It is deduced that the management of the bank clearly communicates to the new staff the strategic objectives for the business which revolve around ensuring sustainability of the business, making it credit worth, profitable and customer friendly through its wide range of services. On job trainings are done to replenish and advance the knowledge and skills of the staff. The bank organizes symposia, seminars, workshops and retreats for the staff so that they are trained in the modern banking techniques, the new technologies, new public relations and Businesses-to-Business services, Business-to-Customer services. Centenary Bank like any other banking institution according to 84.3% of respondents agreed that management makes individual analysis of employee specific performance every day, weekly and monthly in order to ensure that the staff who perform better get rewarded with better allowances and those who do not are also reprimanded by suspending their allowances as well as warning them.

How performance measurement has affected Accountability in Centenary Bank, Entebbe Road Branch

Performance measurement in the bank includes collection, reporting and reviews of data reflecting various aspects of organizational performance (service quality and cost-effectiveness). The incentives such as increased pay, paid trips for holidays, pre-paid maternity leave, education scholarships and others are some of the added advantages that the bank avails to the most prospective staff which drives them to work harder. Employees are more satisfied with their work which has driven them to perform better and ensured effectiveness in accountability for their work. The senior staff are able to evaluate the quality of work done by ensuring the accountability for every resource invested like finances and human resources. The management often fails to get the clear criteria to measure the performance of individual staff which makes it

hard to segregate successes and weaknesses but instead over generalizes a situation meaning that all employees are equally evaluated hence obtaining biased results.

Hence effective communications effective and the best way to ensure effective linkage between staff and clients/ customers, bank and the state is through regular and well-targeted communication inform of memos, briefs, notices, manuals, minutes of meetings among others at all levels. The bank has documents like shareholders' memoranda, constitution and plans, the goals (strategic objectives) are clearly stated and differentiated from the tactical objectives which are short and medium term intended to establish a standard set of performance evaluations regarding the individual performance in terms of the tasks assigned and how they are attained as well as the delivery on scheduled performance measures.

How employee feedback has enhanced Customer satisfaction in Centenary Bank, Entebbe Road Branch

The management and supervisors at Centenary bank Najjanankumbi Branch assess the various information from their secret reports, open appraisals and suggestion box for making a preliminary assessment of every staff. Feedback was one of the most prevalent intervention in the field of organizational behavior management in Centenary Bank and its a highly popular invention in the domain of applied behavior analysis. Also the effective feedback was critical to the success of each employee, team and company. It motivated employees to improve their job performance by enhancing ability, encouraging effort, and acknowledging results. If included in a managerial strategy and given consistently, effective feedback could reduce employee mistakes, enhance performance and increase efficiency within the workplace. Feedback helps one to get the information critical for enabling better task execution in the future. The feedback information is critical of the way one works at the branch, the clientele, tactical and strategies are then devised to motivate staff. The bank manager gets time on routine basis usually after closure and on weekend or on call and discuss with individual employees about their work/job performance. There is little time to fully discuss their jobs, but because regardless of the time to fully discuss their jobs, but because regardless of the time, the manager would at least not mince but address the employees about their strengths and weaknesses going by the feedback obtained in the daily, weekly and monthly reports.

Therefore, indeed the employees who took feedback as a way of unsettling them at their current jobs, now take it as a means of learning their mistakes, improving their work ethics and best service delivery, and consequently they just wait for it to come because it is more of a certainty than uncertainty. And feedback gives the surest way to address customer concerns and by this the employees can give customers better information on credit issues, status of their accounts and the financial health as well as packages offered by the bank.

Conclusion

The following is the thematic conclusion of the findings;

How performance standards have influenced efficiency and effectiveness in Centenary Bank, Entebbe Road Branch

The study found out that the bank has good and admirable performance standards brought about by the technically proficient staff who have admirable skills in accounting, management, loans management, credit creation, auditing, supervision and other banking skills. This has made the bank a top performance competitor in Uganda. Centenary Bank, Entebbe Road Branch has well established means for better human resource management including motivating the workers to perform well, the technical expertise to generate proper accounting information, manage customers' needs effectively and efficiently.

There is an established high performance standard which has influenced and continues to influence the efficiency and effectiveness in her work methodology. The human resources in the bank have well-nourished skill levels, and coupled with close and well intentioned supervision; they carry out their duties with efficiency and accuracy. So the accounting information generated is vital for the proper performance of the bank at individual, departmental and branch levels. The bank has good and admirable performance standards brought about by the technically proficient staff who have admirable skills in accounting, management, loans management, credit creation, auditing, supervision and other banking skills.

How performance measurement has affected Accountability in Centenary Bank, Entebbe Road Branch

The study revealed that management of the bank ensures that performance aims at ensuring that individual staff and the departments attain the performance targets. The study on performance measurement and accountability in Centenary Bank, Entebbe Road Branch is thus valid because

it relates performance and accountability. The management ensure that the staff do their work and on appraisal, the individual staff have to account for their work, upon which successfully evaluated, the staff are appraised positively and may be rewarded for the good work done. Performance measurement at the bank is dependent upon the quality and determination of the management and the human resources under their span of control to ensure that tasks are performed to their accomplishment. The management are keen on supervising performance of the staff in order to ensure that the bank is able to measure up to the required performance. This ensures accountability in the system because the harder the work the more the profitability and development of the bank.

How employee feedback has enhanced Customer satisfaction in Centenary Bank, Entebbe Road Branch

According to the study, the management encourages employee Feedback and Customer satisfaction which influences performance of Centenary Bank. The employees are critically examined and their performance monitored and evaluated so that extensive feedback is given that can ensure that they are rightly performing and enable to advance their skill and ability to perform. There is feedback in all departments and general bank duties are crucial ingredients on table to enhance decision making for example when it's important to reform credit management experts in the department are consulted in line with policy and prevailing conditions to streamline performance. The management ensure that they discuss performance with member of staff about their performance, so in case any issues arise, they are discussed in order to streamline service delivery to the customers. It was revealed that the manager finds time immediately any issue of concern arises and communicates with the concerned person/ staff so that they can streamline work. This concerns staff in the credit/ loans department, banking, tax management, support staff, information and communications, technology and public relations. The feedback delivered is either from explicit or implicit sources, and it is always seen as the concern of the manager to keep their branch clean and well performing.

Recommendation of findings

The study on appraising of staff and performance of Centenary Bank, Entebbe Road Branch has been thoroughly exhausted, and as such the following are the recommendations;

- i. There should be improvement of performance standards through recruiting the most proficiency staff, and training the existing staff on regular basis so that they become more compliant in order to ensure efficient and effective appraisal of staff regularly in order to ensure records on individual employee performance is boosted. This will also ensure that appraisal is regularly done to enable the staff improve their performance.
- ii. There should be strengthening of performance measurement indicators like time of service, the number of clients handled, the number of customers recruited and other performance enhancement measures which can enhance accountability in Centenary Bank and other banks. The managers and supervisors should be adequately trained in order to enable the management provide meaningful feedback to subordinates.
- iii. Efforts should be aimed at effectively providing feedback to individual employees and all staff about their strengths and weaknesses so that where they need to improve and where they need to maintain they maintain in order to achieve better performance, and this may be reinforced through coaching performance when the employees and the manager work together to ensure a good job is done and results are achieved in the most tenable time.

Areas for further study

The following areas of further study are rolled out;

- ❖ An assessment of appraisal planning and organizational performance in commercial banks in Uganda
- ❖ Performance appraisal and ensuring job security in the banking sector in Uganda
- ❖ Appraisal management and organizational sustainability of the banking sector in Uganda

References

- Alexandra Daskovska and Léopold Simar&SébastienBellegem, (2010). *Forecasting the Malmquist productivity index,*" Journal of Productivity Analysis, Springer.
- Armstrong M, Baron A (2005)*Managing Performance: Performance Management in Action.*
London: Chartered Institute of Personnel and Development.
- Armstrong, M. (2009). *A handbook of personnel management practice.* 11th Ed. London:
Kogan Page Ltd.
- Aslam, M. I., Yousaf, S. and Noor, A. (2011). *A critical analysis of performance appraisal system for teachers in public sector universities of Pakistan.* African Journal of Business Management, 5(9), 3735-3744.
- Boachie-Mensah, F., and Seidu, P. A. (2012). *Employees' perception of performance appraisal system: A case study.* International Journal of Business and Management, 7(2), 73-88.
- Bourne, M., Neely, A., Mills, J. and Platts, K., 2003, Implementing performance measurement systems: a literature review, International Journal of Business Performance Management, Vol. 5, No. 1, pp.1-24.
- Brown M, Hyatt D, Benson J (2010)*Consequences of the performance appraisal experience:*
Personnel Review 39: 375-396
- Bumba Julius (2010) *Performance Appraisal Practices Among commercial banks in Uganda. Case study of Centenary Bank*
- Chiang F,Birtch T (2010)*Appraising performance across borders: An empirical examination of the purposes and practices of performance appraisal in a multi-country context.*
- Cintrón, R. and Flaniken, F. (2008). *Performance Appraisal: A Supervision or Leadership Tool?* International Journal of Business and Social Science, 2(17), 29-37.
- Cropanzano, R. &Folger, R. (2009). *Referent cognitions and task decision autonomy: Beyond equity theory.* Journal of Applied Psychology, 74 (3), 288-303.

- Danielle, S. and Buckley, M.R. (2005). *The evaluation of the performance Appraisal process*, Journal of management History, 4(3), 233-240.
- Danvila del Valle, I., Castillo A., & Miguel., R.,(2009). *The effects of training on performance in service companies*. International Journal of Manpower 30 (4), 393-407.
- Doleh AJ, Weir D (2007) *Dimensions of performance appraisal systems in Jordanian private and public organizations*.
- Emami, H. (2011). *Performance Evaluation and its Effects on Employees " Job Motivation*. Australian Journal of Basic and Applied Sciences, 5(12), 1761-1765.
- Fanuel, M. (2004), *Factors Hindering the Effective Management of the Performance Appraisal Function*, A case of National Insurance Corporation of Tanzania, Unpublished Dissertation of Master of Business Administration (HRM), University of Dar es Salaam.
- Caruth DL, Humphreys JH (2008) *Performance Appraisal: Essential Characteristics for Strategic Control*. Measuring Business Excellence 12: 24-32
- Gerhart, B., Milkovich, G.T. (2000). *Organizational Differences in Managerial Compensation and Firm Performance*. Academy of Management Journal, 33, 663–691.
- GodrickBulitia (2006) *A survey of supervision styles and employee job satisfaction in commercial banks in Kenya*. Unpublished MBA Research Project. School of Business, University of Nairobi.
- Ikramullah, M., Shah,B., Faqir, S.K., Hassan, S. and Zaman, T. (2012). *Purposes of Performance Appraisal: A perceptual Study of Civil Servants in District Dera Ismail Khan Pakistan*. International Journal of Business amd Management, 7(3), 142-151.
- Itika, J. (2007), *The Mismatch Between Expectations of Employee Recruitment and Open Performance Appraisal: Emerging Lessons From The Public Sector In Tanzania*, A Paper Presented to Mzumbe University-CAFRAD Regional conference: Arusha International Conference Centre, Arusha, Tanzania

- Jafari,M., Bourouni,A. and Amiri,R.H. (2009). *A New Framework for Selection of the Best Performance Appraisal Method*. European Journal of Social Sciences, 7(3), 92-100.
- Kalule Charles (2012) *A survey of supervision styles and employee job satisfaction in commercial banks in Uganda*. Unpublished MBA Research Project. School of Business, Makerere University.
- Kakande Andrew, (2000), *Performance Appraisal Systems for Organizational Success*, National Fire Academy.
- Katumwa Jonathan (2015): Employee Performance Appraisal System Participation: a Technique that Works. *Public Personnel Management*, 30 (1), 89-98
- Kent F.G. (2007), *Strategic Appraisal Management in schools. Educational journal on Effective teaching in elementary schools*. Pretoria, South Africa.
- Kothari, (2000) *Research Methodology Methods and Techniques* 2nd edition, New Age international publishers, New Delhi pp: 63
- Kvale and Brink (2009) *Doing qualitative research: Praxis of method*. Rotterdam: Sense Publishers.
- Law, D.R. (2007). *Appraising Performance Appraisals: A Critical Look at an External Control Management Technique*. International Journal of Reality Therapy, 26 (2), 18-19.
- Lee, C.D. (2005). *Rethinking the goals of your performance-management system*. Journal of Employment Relations Today, 32 (3), 53 – 60.
- Lunenburg, F.C. (2012). *Performance Appraisal: Methods and Rating Errors*. International Journal of Scholarly Academic Intellectual Diversity, 14 (1), 1-9.
- Malatasta, R. M., & Byrne, Z. S. (2007). *The impact of formal and interactional procedures on Organizational outcomes*. Paper presented at the 12th annual conference of the Society for Industrial and Organizational Psychology, St. Louis, MO.

- Mansor NA (2011) '*Determinants of performance management system in South East Asia*', Interdisciplinary Journal of Contemporary Research in Business 3:43-56
- Muhammad, I.R., Hassan, D.A., Saira, Y. and Amna, N. (2011). *A critical analysis of Performance appraisal system. African Journal of Business Management.*
- Nalukenge, Aisha. Musisi, and Elumilade, (2006). *Motivation and Labour Turnover among University Teachers in South Western Nigeria*, European Journal of Social Science, 2(1), 1-13.
- Newman, A., Thanacoody, R., & Hui, W. (2012). *The Impact of Employee Perceptions of Training on Organizational Commitment and Turnover Intentions: A Study of Multinationals in the Chinese Service Sector.*
- Nyaoga, R. Simeon K. and Magutu P. (2010), *The Effectiveness Of Performance Appraisal Systems In Private Universities In Kenya*, African Journal of Business & Management, Vol. 1.
- Obisi, C. (2011). *Employee Performance Appraisal and Implication for Individual and Organizational Growth.*
- Olive Mugenda and Abel Mugenda (2009), *Research methods in Special Education* London: Sage Publication
- Prowse, P. and Prowse, J. (2009). *The Dilemma of Performance Appraisal*. Journal of Measuring Business Excellence, 13(4), 69-77.
- Roberts, G. E. (2003). *Employee performance appraisal system participation: A technique That works*. Journal of Public Personnel Management, 32(1), 89-98.
- Rao, V.S.P. & Rao, P. Subba. (2004). *Personnel/ Human Resource Management-Text, Cases and Games*, 8th ed., New Delhi, Konark Publishers Pvt. Ltd. Co
- Rosa and Forrest. (2008). *Performance Appraisal: A Supervision or Leadership Tool?* International Journal of Business and Social Science, 2 (17), 32.

Roberts, G. E. (2002). *Employee performance appraisal system participation: A technique that works*. *Public Personnel Management*, 31, 333-342.

Saunders M., Lewis P. and Thornhill A. (2009). *Research Methods for Business Students*, 5th edition, prentice Hall.

Shrestha, Shruti. (2007). *Improving employee performance appraisal method through web-based appraisal support system: system development from the study on Thai companies*.

SudarshanArvind (2009) - *Performance Appraisal Systems-A Survey of Organizational Views*, the ICFACI University Journal of Organizational Behaviour, Vol.8, No.1.

Toppo, L. and Prusty, T. (2012). *From Performance Appraisal to Performance Management*. *Journal of Business and Management*, 3(5), 01-06.

Appendices
NKUMBA UNIVERSITY

SCHOOL OF BUSINESS ADMINISTRATION

Dear respondent,

I am KWESIGA EDWARD a student at Nkumba University pursuing a Master's Degree in Business Administration carrying out a research on Appraising of Staff and Performance of Commercial Banks in Uganda; A Case of Centenary Bank, Entebbe Road Branch; you have been identified as someone with required information; therefore, you are kindly requested to spare part of your time and answer the questions honestly. The information you provide will be used for academic purposes only. As part of my postgraduate studies I am required to carry out field research and write a report on Appraising of Staff and Performance.

Thank you very much for accepting to complete the attached questionnaire.

KWESIGA EDWARD

Researcher

Appendix A

Self-Administered Questionnaire to staff of Centenary Bank, Entebbe Road Branch

SECTION A: Personal variables		
Under this section, please provide the most appropriate answer by ticking against the alternative you most agree with		
1	In which age bracket do you belong?	<i>1. 20-29..... 2. 30-39.....</i> <i>3. 40-49..... 4. 50-59.....</i> <i>Above 60 years</i>
2	What is your Gender?	1. Male..... 2. Female.....
3	What is your current marital status?	1. Married..... 2. Single..... 3. Divorced..... 4. Widowed.....
4	Your highest education level attained	1. Certificate..... 2. Bachelors..... 3. Masters..... 4. Post graduate diploma 5. Doctorate.....
5	In which department do you work	(i) Accounts (ii) Management (iii) Purchasing and sales (iv) Internal audit (v) Any other (please specify).....
6.	For how long have you worked with Centenary Bank, Entebbe Road Branch	A) Less than 1 year B) 5-10 years C) 5-10 years D) 10 and above

Please note that for sections B-D, you are requested to fill in the box that best describes your answer based on the scale below;1. Strongly disagree-SD, 2. Disagree-D, 3 Not sure-NS, 4. Agree-A, 5. Strongly agree-SA.

SECTION B:HOW PERFORMANCE STANDARDS INFLUENCE EFFICIENCY AND EFFECTIVENESS IN CENTENARY BANK, ENTEBBE ROAD BRANCH?

S/A	Statement:	SD	D	NS	A	SA
01	The bank has established performance standards to be used in appraising staff					
02	The standards are set in view of the bank's strategic objectives					
03	Effective performance standard enables managers to evaluate and measure productivity					
04	Providing visibility and clarifying accountability relates to performance expectations					
05	Management Clearly communicates strategic business objectives to the bank staff					
06	Bank management communicates clearly performance standards to bank staff					
	The management welcomes staff comments about the set standards					
07	Centenary Bank evaluates performance and delivers incentives in a fair and consistent manner					
08	The Bank provides appropriate learning and development opportunities to its staff in view of the set standards					
09	Regularly tracking progress against performance goals provides opportunity to recognize and reward employees for performance					
10	Centenary Bank identifies organizational career paths for employees					
11	Centenary Bank Recognizes and rewards top performers					
12	Centenary Bank links performance to compensation clearly					

SECTION C: PERFORMANCE MEASUREMENT AND ACCOUNTABILITY IN CENTENARY BANK, ENTEBBE ROAD BRANCH?

S/A	Statement:	SD	D	NS	A	SA
01	Performance measurement system measures the outputs and outcomes of organizations					
02	Incentive is more powerful motivator for employees to improve the quality of their performance.					
03	Evaluating quality and employee satisfaction impacts on accountability effectiveness					
04	Lack of useful performance measures impacts negatively on the demonstration of accountability					
05	Centenary Bank includes performance measures that track institutional specific objectives					
06	Exploratory use of performance measurement systems communicates strategy					
07	Communication eliminates ambiguity and confusion about the organization's objectives					
08	Centenary Bank reports on standards set of performance measures are reviewed annually					
09	Centenary Bank goals and measures are clearly differentiated from the standard set of performance measures.					
10	The implementation of a performance measurement system is successful if there is support and commitment					
11	Performance measurement serves an accountability function for Centenary Bank, Entebbe Road Branch					

**SECTION D: EMPLOYEE FEEDBACK AND CUSTOMER SATISFACTION IN
CENTENARY BANK, ENTEBBE ROAD BRANCH**

S/A	Statement:	SD	D	NS	A	SA
01	My organization seems more engaged in providing positive feedback for good performers.					
02	Feedback and coaching is ongoing and supports the creation of the performance appraisal					
03	Delivering regular relevant job feedback enhances customer satisfaction					
04	Monitoring and using feedback ensures you can adjust to keep customers happy.					
05	Striking up interesting conversations with customers results in a wealth of information					
06	Current performance feedback in my organization is fair and unbiased.					
07	Self-confidence is built through feedback and positive reinforcement					
08	My manager discusses regularly my job performance with me.					
09	I enjoy discussing about my performance with customers					
10	I am satisfied with the way my organization provides me with feedback					
11	Employee feedback can help employees learn how to better address customer concerns					
12	My manager communicates with me frequently about my performance.					
13	Feedback is valuable information that will be used to make important decisions.					
14	I always get adequate feedback on my performance.					
15	Centenary Bank rewards valuable customers for their loyalty					

THANK YOU FOR YOUR COOPERATION

APPENDIX B:
**INTERVIEW GUIDE (FOR BOTH STAFF AND MEMBERS OF CENTENARY BANK,
ENTEBBE ROAD BRANCH)**

- 1) What is your designation in Centenary Bank, Entebbe Road Branch?
- 2) For how long have you been associated with Centenary Bank, Entebbe Road Branch?
- 3) What is the bank's policy of appraising staff?
- 4) How has performance standards influenced efficiency and effectiveness in Centenary Bank, Entebbe Road Branch?
- 5) How has performance measurement affected Accountability in Centenary Bank, Entebbe Road Branch?
- 6) How has employee feedback enhanced Customer satisfaction in Centenary Bank, Entebbe Road Branch?
- 7) What are the challenges of appraising staff?
- 8) What are the suggested solutions to the challenges of appraising staff?

THANK YOU FOR YOUR COOPERATION