

**ASSESSMENT OF THE INFLUENCE OF PERFORMANCE APPRAISALS ON
WORKERS PRODUCTIVITY IN THE PUBLIC SECTOR IN UGANDA, A CASE
STUDY OF MUBENDE DISTRICT LOCAL GOVERNMENT**

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ABSTRACT

The survey's goal was to find out how much performance reviews contribute to gauging an organization's effectiveness. The subsequent research inquiries served as the study's compass: How does objective-based appraisal affect organizational performance? The majority of the staff believed that the goals set are well understood by the staff and that the goals set are largely in line with the goals of the organization. It was also made clear that the performance evaluation method aids in determining an employee's assets and liabilities. The results of a regression study showed that variations in score value accounted for 87.8% of the variability in effectiveness. The report suggested that the Mubende district local government keep revising its aims in order to take into account the changing business climate. To guarantee a basis for comparison should it be required, accurate records are necessary. The Mubende District Local Government needs to guarantee the objectivity of providing feedback and better link the reviews with the attainment of its objectives.

In using 360 to identify assessment areas, it is important to make sure that the necessary follow-up is carried out and that everyone is aware of the process for gathering and storing data for the prospective.

While performance level help motivate employees to achieve organizational goals and experience job satisfaction, Mubende District Local Government must guarantee that performance managers maintain objectivity while awarding ratings, and staff members must be encouraged to do so.

Key words: *performance appraisals and workers productivity*

Background of the Study

Themes of historical standpoint, theoretical viewpoint, conceptual point of view, and contextual viewpoint were used to illustrate the study's additional context. Assessment of work productivity is a separate and formal management method that has been utilized since the second world war, or less than 60 years ago. But, in a broader sense, the art of appraisal is very old. It may very well claim to be the second-oldest occupation on earth in terms of human history! According to Dulewicz (1989), "... there is an inherent human inclination to make judgements about oneself and about others one is working with." It appears that appraisal is both inevitable and commonplace. Without a carefully designed system of appraisal, employees would typically judge their own work performance—as well as that of their subordinates—informally, indiscriminately, and spontaneously. In the business, the propensity for judgment can lead to significant psychological, moral, and regulatory requirements. There is little way of verifying that the decisions were accurate, fair, and justifiable without a formal appraisal mechanism. First versions of performance appraisal systems were straightforward ways to justify pay. In other words, appraisal was used to determine whether a particular company's salary or wage was appropriate. The approach was closely related to tangible results. A pay reduction might occur if an appropriate person was deemed to be less than satisfactory. On the other side, a salary raise was necessary if their achievement exceeded what the manager had anticipated. The developmental potential of evaluation received little, if any, thought.

It was believed that the only motivation an employee needed to perform better or stay on track should come from a wage increase or decrease.

Problem statement

The statement of problem seems to be that although the use of performance evaluations in Uganda's public sector, industrial output is still low.

This study uses the Mubende District Local Government as a case study to evaluate the impact of performance reviews on employees' production in the civil service of Uganda.

The study's objectives are to uncover the causes of workers' poor productivity despite the implementation of performance reviews and to make recommendations for ways to increase the success of performance reviews in increasing productivity among public sector employees.

Research Objectives

- 1. To analyze the effect of objective - based appraisal workers' productivity in Mubende District Local Government*
- 2. To assess the effect of 360-degree appraisal on workers' productivity in Mubende District Local Government*
- 3. To examine the effect of numerical rating scale on workers' productivity in Mubende District Local Government*

Research Questions

- 1. What is the effect of objective - based appraisal workers' productivity in Mubende District Local Government?*
- 2. What is the effect of 360-degree appraisal on workers' productivity in Mubende District Local Government?*
- 3. What is the effect of numerical rating scale on workers' productivity in Mubende District Local Government?*

RESULTS

Research Design

A research topic is efficiently addressed by a researcher using a generic method known as the research methodology to incorporate study components.

It includes a description of how data was compiled, measured, and examined.

According to Creswell & Clark (2007), it serves as a rough outline for addressing the how, when, and where of data gathering and analysis.

The research technique offers the researcher a series of instructions that will take them from a general idea through intricate systems of data collection, analysis, and interpretation.

The method used depends on the problem at hand and, to some extent, the study's intended audience (Kothari, 2004).

Population

A population of this research is a diverse group of people or things that serve as the focus of a rigorous investigation (Levy, & Lemeshow, 2013).

It is the complete collection of factors from which a researcher hopes to draw conclusions for the study.

These communities frequently benefit from research that is undertaken (Malterud, 2001).

The population defined must consist of people or things with comparable traits.

Unfortunately, it is not feasible for researchers to test every adult due to the size of most communities, as it would be costly and time-consuming.

Alternatively, they employ evaluation methods (Levy, & Lemeshow, 2013).

Fifty local government workers from the Mubende district made up the study's sample.

Category	Population	Percentage
<i>Top district local government officials</i>	5	10%
<i>Political leaders of the district</i>	10	20%
<i>Administrative level staff</i>	10	20%
<i>Accounting staff</i>	10	20%
<i>Operational staff</i>	15	30%

Total	50	100%
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Sampling Design

Sampling is the practice of choosing portions of a community for research in order to provide results that are reasonably generalizable to the group under investigation (Cooper, Schindler, & Sun, 2006). As a result, a sample is the set of persons chosen to participate in the study, and those who do so are referred to as participants. Sampling enables a researcher to attain generalizability, or the degree to which study findings may be applied to the sample population (Manly, McDonald, Thomas, McDonald & Erickson, 2007).

Instance Size

Choosing the representative sample is crucial since it increases reliability (Dattalo, 2008).

A carefully chosen sample also lowers the degree of variation, which accounts for the discrepancy in the best level of precision. A growing proportion is necessary for one with diverse traits.

Table 1 Sample Size

Type	Population	Percentage
<i>Top district local government officials</i>	5	10%
<i>Political leaders of the district</i>	10	20%
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<i>Operational staff</i>	15	30%
Total	50	100%

Data Collection Methods

It is a methodical procedure that entails compiling and analyzing data from many sources in order to produce a comprehensive and accurate representations of previously established ideas.

It enables a researcher to respond to pertinent study questions, assess the findings, and offer suggestions and forecasts regarding likely future trends (Dooley, 2001).

Accurate data collection is essential because it preserves the industry research authenticity, enables the target market to make knowledgeable management decisions based on the research, and ensures quality assurance by ensuring that products relying on the research comply with the required quality compliance standards (Fowler 2013).

The objective is to gather reliable data that will produce responses that are convincing and persuasive

In order to organize different experiences into predefined answer categories, numerical analysis gathering relies on random sampling and organized data collection techniques. The

techniques employed yield data that are simple to describe and comprehend. Testing theories based on an interesting topic is the focus of quantitative approach. Techniques for gathering statistical results include interviews, questions, surveys, focus groups, case studies, and documents and records (Neuman, 2002).

Research Procedures

The questionnaires were designed based on the study questions. The researcher then conducted a pilot study for the questionnaires. A pilot study is pretest conducted using the questionnaires using a smaller target population than the planned sample size (Hinkin, 2008). Conducting a pilot survey is vital as it helped the researcher identify questions that could prove ambiguous to participants leading to inaccurate or unclear data (Sarantakos, 2012).

Data Analysis Methods

SPSS analysis of field data requires processing of the data. A statistical report's analysis of data includes a thorough examination and analysis of the information in an effort to make sense of the results as they emerge. It is crucial to the study that the results of the field research and the literature review be compared (Bryman, 2015). The surveys were examined in the first step to ensure their accuracy and legibility. After conversion, the data could be entered into spreadsheets. The information was next shown in the form of tables, graphs, occurrences, and proportions.

RESULTS

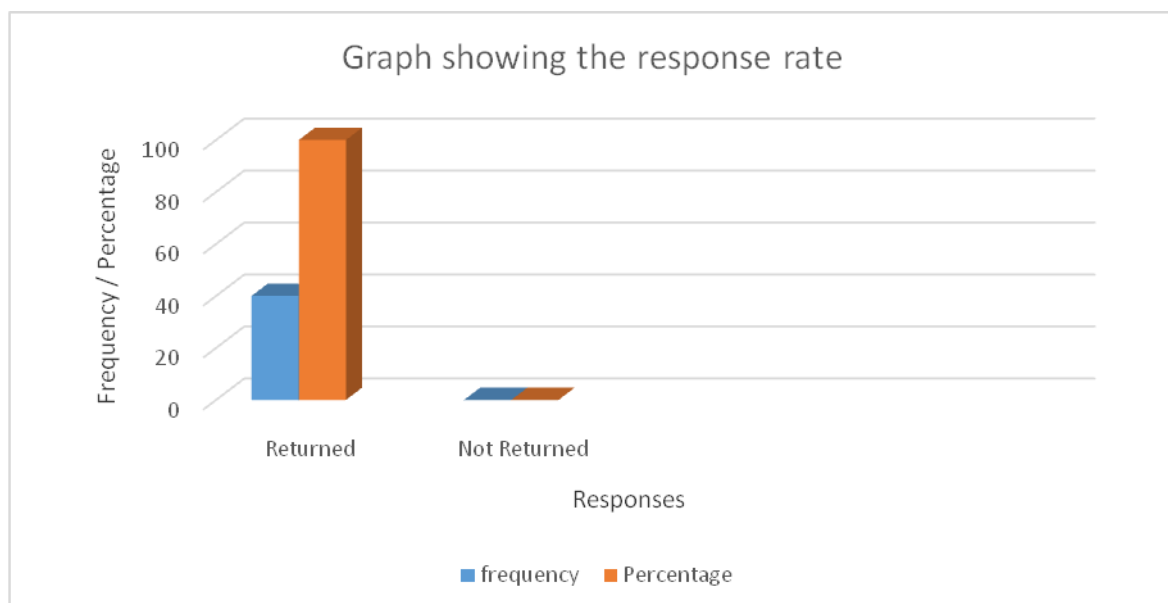
Table 1 Response Rate

Response	Frequency	Percentage
<i>Returned</i>	<i>40</i>	<i>100</i>
<i>Not returned</i>	<i>0</i>	<i>0</i>
Total	40	100

Source: Primary data 2022

These findings are also presented in the graph below:

Figure 1: Response Rate



Source: Primary Data, 2022

General Information

This section showed the general information of the respondents. All sampled respondents were staff of Mubende district local government. They were asked to fill the questionnaires. Sampled characteristics of the respondents included gender, age, education level and their

experience.

Gender characteristic of respondents

Table 2: Gender characteristic of respondents

<i>Sex of respondents</i>	<i>Frequency</i>	<i>Percentage</i>
<i>Male</i>	25	62
<i>Female</i>	15	38
<i>Total</i>	<i>40</i>	<i>100</i>

Source: Primary Data 2022

From table 2 above, response indicated that the majority of respondents were male who accounted for 25 (62%) and female respondents accounted for 15 (38%). This implies there is a marginal majority of males over the females among the staff of Mubende district local government.

Age of the Respondents

Respondents were asked to choose their age brackets and the findings are presented in the table below:

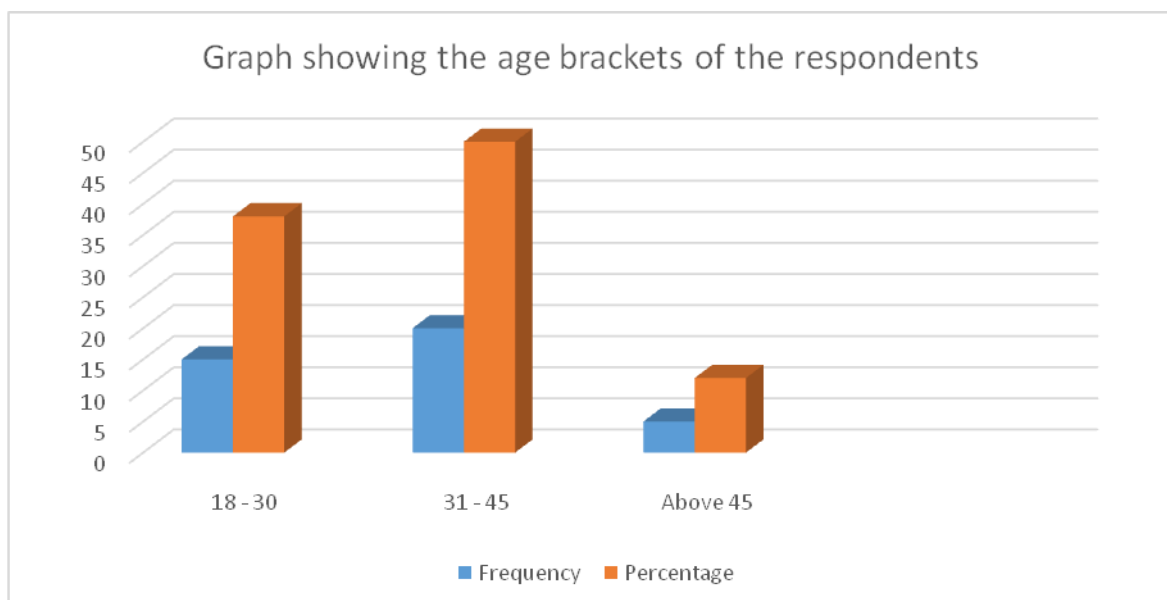
Table 3. Showing the age brackets of the respondents

Age bracket (years)	Frequency	Percentage
18 – 30	15	38
31-45	20	50
Above 45	5	12
Total	40	100

Source: Primary data 2022

These findings are further presented in graph below:

Figure 2: Age bracket of respondents



ce: Primary Data 2022

The findings in the table 3 and figure 2 above show that 15 (38%) of the sample were in the age bracket of 18 – 30 years, 20 (50%) in the age bracket of 31 – 45 and 5 (12%) in the age bracket of 45 years and above.

This implies that most of the employees of Mubende district local government were in the age bracket of 31 – 45 years. This category of staff were in the prime of their careers and are normally deemed competent, experienced and committed to their work. This indicates that the majority of the respondents were in the productive age group and not minors, and therefore had the ability to respond appropriately to the questionnaire. This implies that valid and reliable information was got.

Level of Education

Respondents were asked their level of education and the findings are presented in the table below:

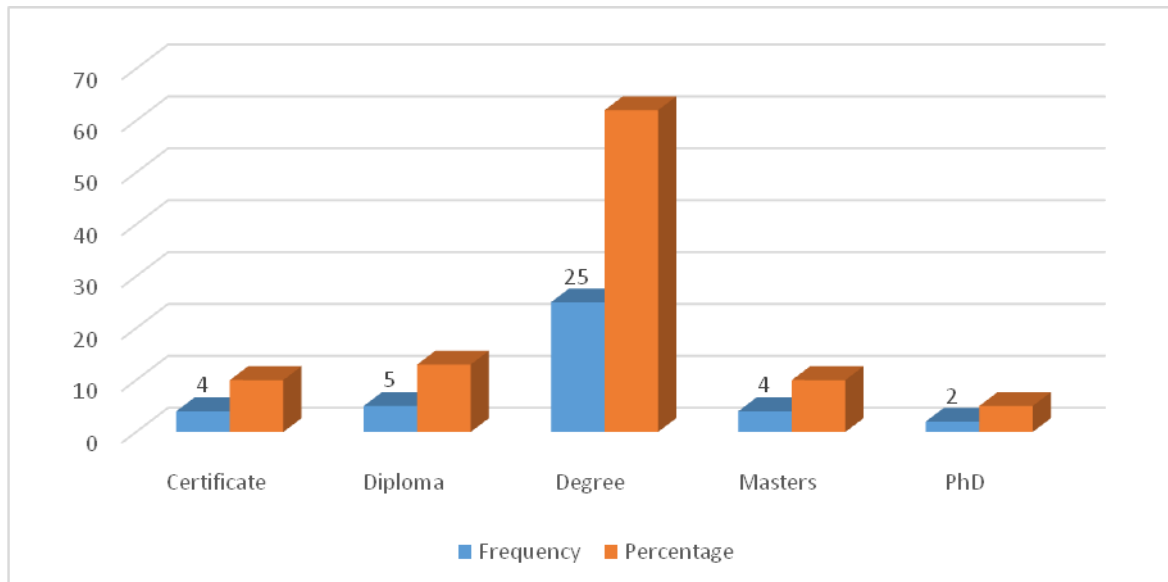
Table 4. Showing the level of education of the respondents

Level of Education	Frequency	Percentage
Certificate	4	10
Diploma	5	13
Bachelor's Degree	25	62
Masters	4	10
PhD	2	5
Total	40	100

Source: primary data 2022

This information is further presented in the figure below:

Figure 3 Education Level of the Respondents



Source: *Primary Data 2022*

Table 4 and figure 3 show that the sample comprised of 4 (10%) certificate holders, 5 (13%) certification holders, 25 (62%) bachelor's degree grads, 4 (10%) post - baccalaureate holders, and 2 (5%) PhD holders.

This suggests that the Mubende district local government employs the majority of candidates with bachelor's degrees to join its work force, while the PhD holders, who mostly make up the senior management people, are hired the least.

According to these figures, the Mubende district local government employs qualified personnel who might have understood the survey's questions and provided suitable responses.

Working Experience with Mubende district local government.

Respondents were asked how long they had been working with Mubende district local government and the findings are presented in the table below:

Table 5: Period of Employment of Respondents

<i>Period of employment</i>	<i>Frequency</i>	<i>Percentage</i>
<i>Over 10 yrs.</i>	<i>4</i>	<i>10%</i>
<i>6 – 10 yrs.</i>	<i>30</i>	<i>75%</i>
<i>3 – 5 yrs.</i>	<i>4</i>	<i>10%</i>
<i>Less than 2 yrs.</i>	<i>2</i>	<i>5%</i>
<i>Total</i>	<i>40</i>	<i>100</i>

Source: Primary Data 2022

These findings are further presented in the graph below:

Figure 4: Working Experience of the Respondents

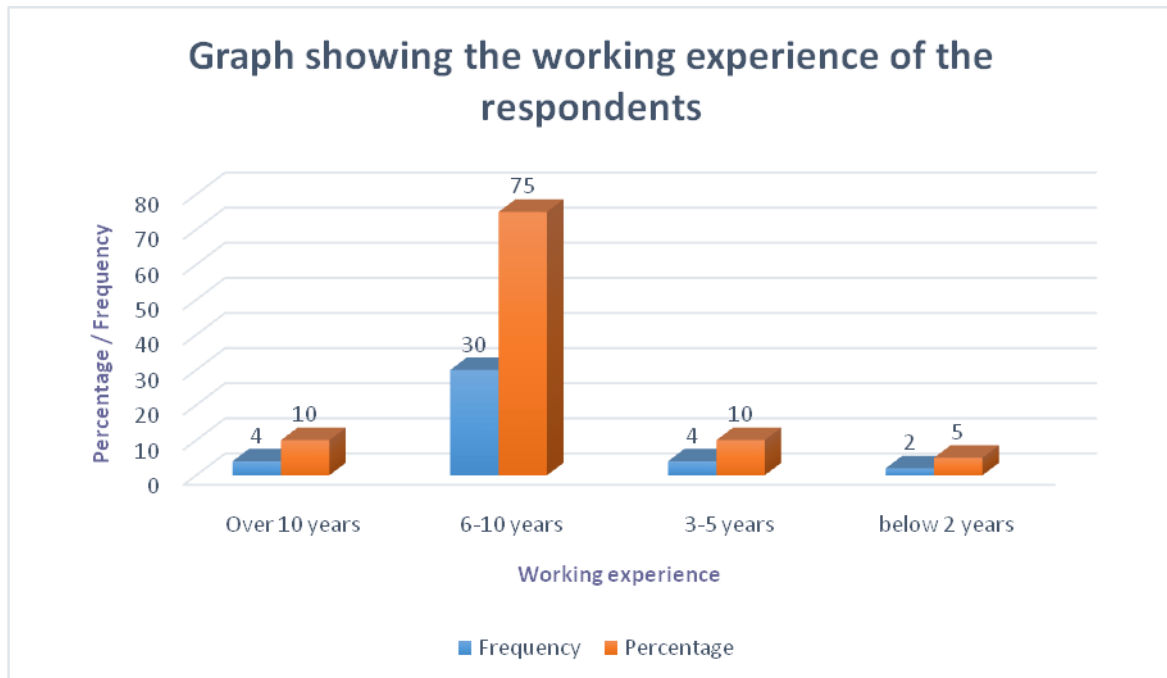


Table 5 and figure 4 show that 4 (10%) of the respondents had worked for the Mubende district local government for more than 10 years, 30 (75%) had done so only between 6 and 10, 4 (10%) had done so for between 3 and 5, and 2 (5%) had done so for less than 2 years.

As a result, the majority of respondents knew something about the businesses and the research issue, which was an analysis of the impact of performance reviews on employees' productivity in the public sector of Uganda, using the local government of the Mubende district as a case study.

This suggests that the local administration of the Mubende area has extremely little personnel turnover.

Effect of performance appraisal on workers' productivity in Mubende district local government

To find out the effect of effect of performance appraisal on workers' productivity in Mubende district local government, the following question was asked to the respondents. What is effect of effect of performance appraisal on workers' productivity in Mubende district local government? The findings are presented in the table below:

Table 6 Effect of performance appraisal on workers' productivity

Attribute	Response											
	Strongly agree		Agree		Not sure		Disagree		Strongly disagree		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
<i>A performance appraisal provides a document of employee performance over a specific period of time</i>	16	40	20	50	2	5	2	5	-	-	40	100
<i>Performance appraisal process creates a structure where a manager can meet and discuss performance with an employee. It forces the uncomfortable conversations that often need to happen.</i>	25	62	13	33	2	5	-	-	-	-	40	100
<i>Employees crave feedback, and the process allows a manager the opportunity to provide the employee with feedback about their performance and discuss how well the employee goals were accomplished. It also provides an opportunity to discuss employee development goals</i>	30	75	8	20	-	-	2	5	-	-	40	100
<i>The process of employee appraisal provides a structure for thinking through and planning the upcoming year and developing employee goals.</i>	28	70	8	20	-	-	4	10	-	-	40	100

Source: Primary data 2022

Table 6 above shows that 20 (50%) of participants believed, 2 (5%), were unsure, and 2 (5%), disagreed with the statement that a job evaluation serves as a record of an organization's work over a specified period of time. Among the participants, 16 (40%) strongly agreed with this statement. So, it may be said that a performance appraisal offers a record of an employee's performance throughout a given time frame.

The statement that the performance appraisal process gives a structure where a manager can meet and discuss performance with an employee was strongly agreed upon by 25 (62%) respondents.

13 (33%) people agreed that it pushes the awkward dialogues that frequently need to take place.

This demonstrates that the performance appraisal process establishes a framework where a manager can convene and discuss performance. Also, it can be seen that 30 (or 75% of the sample) strongly agreed that feedback is something that employees seek. This procedure gives managers the chance to provide workers comments on their progress and talk about how successfully their objectives were met.

Also, it gives the chance to speak about employee development objectives. Of the 8 respondents (20%), 2 disagreed with this statement.

The method gives a management the chance to provide the individual with evaluations of their work and talk about how successfully the individual's goals were achieved, which suggests that employees do indeed need feedback.

The majority felt that it also gives a chance to talk about goals for employee development.

Challenges to employee performance appraisal

Table 7 showing the challenges to employee performance appraisal

Attribute	Strongly Disagree		Disagree		Not Sure		Agree		Strongly Agree		Total	
Personal bias is the biggest challenge in carrying out performance appraisals within any organization.	16	40	20	50	2	5	2	5	-	-	40	100
Personalities of both supervisors and employees influence the performance appraisal by substituting the organizational standards within the evaluation procedures	25	62	13	33	2	5	-	-	-	-	40	100
Peer assessment is another challenge during performance appraisal. Many organizations pay little or no attention to the knowledge of managers on the assumption that since they are the bosses, they have adequate awareness of the organizations' expectancy	30	75	8	20	-	-	2	5	-	-	40	100
'Halo and horns' effect refers to the manager's assumption that an employee is competent or non-competent in terms of performance of assigned tasks in an organization.	28	70	8	20	-	-	4	10	-	-	40	100

<i>the outcome of the performance appraisal enables employees to know their strengths and weaknesses in terms of duty performance. In most cases, employees resist the appraisal process in the dilemma of the negative outcome on their performance</i>	20	50	16	40	-	-	4	10	-	-	40	100
<i>In some cases, managers exhibit poor leadership and managerial competence. Leadership styles in any organization determine the accomplishment of both personal and organizational goals.</i>	25	62	8	20	4	10	3	8	-	-	40	100
<i>Laissez-faire leaders create a havoc environment since they exhibit less commitment. They have inadequate skills to ensure cohesiveness of organizational objectives. Their trend of carrying out performance appraisals turns out to be inefficient.</i>	30	75	8	20	-	-	2	5	-	-	40	100

It is clear from table 4.7 above that 16 (or 40%) of the participants strongly believed that conducting formative assessments inside any organization is hampered by personal prejudice.

20 (or 50%) were in agreement, 2 (or 5%) were unsure, and 2 (or 5%) disagreed.

So, it may be said that the main obstacle to conducting performance reviews in any corporation is biased opinion.

The statement that characteristics of managers and workers affect performance reviews by replacing organizational standards inside the assessment methods was strongly agreed upon by 25 (62%) and 13 (33%) respondents.

So, it is confirmed that both managers' and individuals' characteristics affect performance reports by taking the place of organizational requirements in the evaluation processes. Also, 30 (or 75% of the participants) strongly agreed that poor assessments present another difficulty for performance reports.

Assuming that because they are the bosses, they have adequate knowledge of the group's expectations of the business and as a result, fraud is reduced, many organizations pay little to no attention to the expertise of managers.

2 (5%) disagreed with the statement, while 8 (20%) agreed.

This suggests that a challenge during performance reviews is indeed poor assessment.

Since managers are the ones in charge, many companies assume they are adequately informed of what the company may expect when employing the internal accounting control system. As a result, they pay little to no attention to the knowledge of managers. In addition, 28 (70%) strongly agreed that the "Halo and Horns Effect" refers to the manager's perception that a worker is knowledgeable or incompetent in terms of completing tasks allocated to them in an enterprise; 8 (20%) agreed, while 2 (5%) disagreed.

This suggests that the phrase "Halo and headlights effect" relates to a manager's assumption about a worker's competence or lack thereof in relation to the accomplishment of duties delegated to them inside an organization.

20 (50%) of the sample members highly agreed that the performance review's findings help employees identify their strengths as well as their shortcomings in terms of job performance.

Employees typically oppose appraisals because they fear the procedure will result in a poor evaluation of their performance.

16 (40%) agreed with the statement, whereas 4 (10%) did not. 25 people (62%) firmly agreed that managers occasionally display weak leadership and managing skills.

The achievement of both individual and corporate goals depends on the leadership styles present in a given company. 8 (20%) agreed, 4 (10%) disagreed, and 3 (8%) were unsure.

As a result, it may be said that, when using the internal accounting control system, managers occasionally display inadequate managing ability and leadership.

The achievement of both individual and corporate goals depends on the leadership styles present in a given company.

increasing the company's profitability as a result.

Conclusions

The researcher also comes to the conclusion that manual employee performance systems necessitate manual accounting in firms.

Using the administration by outcomes (MBO) appraisal technique, employees and managers jointly decide what goals should be prioritized during a particular review period, plan, organize, and communicate those goals, and, in the case of safety, record employee productivity on paper.

The German Army first presented the concept of an evaluation center back in 1930, but it has since been refined and adjusted to match the circumstances of the present.

Traditional budgeting systems deliver fast and error-free employee productivity. Psychological evaluations are useful for identifying individuals' untapped talents.

Recommendations

To ensure prompt and effective knowledge production and flow, the scientist advises organizations to invest in effective employee performance appraisal. Overall organizational effectiveness is the result of this. The study advises organizations to give the management information division top priority because it is a crucial cost center. According to the researcher, firms should assure careful supervision of employee performance to reduce resource waste. The study also advises businesses to engage qualified individuals to oversee their employee performance management systems so they can remain secure against cyber-attacks. **REFERENCES**

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