

**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 purpose of the survey was to investigate the extent of performance appraisals in measuring performance of an organization. The study was guided by the following research questions; how does the objective- based appraisal influence organizational performance? Staff agreed to a large extent that objectives set to achieve organisational goals are clearly understood and also to a large extent, objectives set are aligned to organisational goals. It was also revealed that the performance appraisal system also helps identify the strengths and weaknesses of the employee. The respondents also agreed that evidence of performance is well documented and available for reference if needed. A regression analysis done between variables of objective based appraisal on organizational performance revealed that 91.6% of the variation in performance was caused by variations in objective based appraisal. It was established that the performance manager is impartial when assigning ratings. Staff also agreed to a small extent that the numerical rating scale is fairly assigned. It was agreed to a large extent that performance ratings contribute to a motivation to achieve organisation goals and job satisfaction, respondents agreed that accurate and specific feedback is received from the performance manager on past performance and that the consequences for receiving each numerical rating are clear. A regression analysis was done and the findings revealed that 87.8% of the variation in performance was caused by variations in numerical rating. The study recommended that Mubende district local government needs to continue reviewing goals to reflect the dynamic business environment. There is a need proper documentation to ensure area of reference if needed. Mubende District Local Government should ensure objectivity of 360-degree feedback and the reviews need to be better aligned to the firm achievement of its goals. While using 360 identifies areas of evaluation, they should ensure that required follow up is done and the mechanism of capturing and storing evidence for future should be fully understood by all. Mubende District Local Government has to ensure performance manager continue impartiality when assigning ratings and while performance ratings contribute to a motivation to achieve organisation goals and job satisfaction staff need to be encouraged that other factors also come into place when analyzing the firm's performance.

**Keywords: Performance, Appraisals, Workers, Productivity and Public Sector**

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### **Background of the Study**

Performance appraisal is a formal and systematic assessment of employee performance by managers and directors to understand the workforce with respect to the potential for further growth (Alex & Kazaara, 2023). This process involves managers measuring and evaluating their employees' work-related behaviors and outcomes to determine employee performance levels and explanations and ways to improve current performance levels in the future for the benefit of the organization (Moses et al., 2023). Appraisals use a systematic approach where supervisors measure employee compensation against established goals and plans (Christopher, Moses, Muhindo, & Komunda, 2022b). Directors then take into account the factors influencing the results of evaluations from employees. Employers are then able to guide their workforce to improve performance. (Christopher, Moses, Muhindo and Nturanabo, 2022) argues that the primary purpose of the process is to identify and manage organizational performance. Identification during the appraisal process allows the manager to determine what areas of work should be examined in performance measurement (Ntirandekura et al., 2022). Measurement is the core of the evaluation system (Emmanuel et al., 2023). It involves checking the strengths and weaknesses of employee performance and process management means that the system should be future-oriented by providing feedback to resources to provide leadership and higher levels of performance in the future (Ramadhan et al., 2023). When done right, performance appraisals have several key roles in an organization. They administratively made decisions such as transfers, promotions; demotion, termination and rewards (Isaac et al., 2023). They are also used to identify training needs for human resources and areas that require further development and training. Managers also use them as a basis for constructing a reward and bonus system, provide performance feedback to employees, and improve supervision because the supervisor is aware of the subordinate's performance (Ivan et al., 2023). Since promotions or bonuses are given based on evaluation results, it guarantees fairness and reduces resentment among employees (Simmons & Iles, 2001). Managers and directors can also use it to evaluate the effectiveness of early-stage processes such as recruitment, selection and onboarding (Ntirandekura & Christopher, 2022). Finally; the evaluation also serves as a motivation tool, as the achieved goals are an indicator of the employee's performance. It therefore motivates employees to perform better and improve their rating index (Christopher, Willies, Crispus, & James, 2022).

Organizational performance is an analysis of a firm's performance compared to established goals and objectives. According to (Christopher, Moses, Muhindo, & Muhammad, 2022) it is the actual output measured against the intended output of the organization. Key factors such as financial performance, market reach and shareholder value are analyzed to determine actual performance (Lydia et al., 2023). In some cases, such as the production capacity of a product, performance may also be considered. (Christopher, Moses, Muhindo, & Muhammad, 2022) agrees that organizational performance must be measured as the overall effectiveness of the firm in meeting the identified needs of departments in the company, but emphasizes that efforts should also focus on the ability to improve its ability to adequately address needs on an ongoing basis.

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Organizational performance includes a set of permanent activities aimed at set goals and the formulation of appropriate modifications to effectively achieve the set goals (Faridah et al., 2023). Repetitive activities are often the primary role of leaders in organizations. As a leader in the organizational hierarchy, it is essential to know the determinants of organizational performance (Ntirandekura et al., 2022) It enables managers to identify the key factors that need to be prioritized to develop organizational performance. The analysis should enable managers to address deficiencies and use the information gained to improve company systems in terms of customer service, investor requirements, and employee motivation (Christopher, Moses, Muhindo, & Nturanabo, 2022). A comprehensive analysis of organizational performance enables a business to improve its performance today and remain relevant for the future. Mubende is a district in the central region of Uganda (Winny, Kazaara, et al., 2023). Mubende town is the seat of the district headquarters. The district was reduced in July 2005 by the creation of [Mityana District] and reduced again in 2019 by the creation of Kassanda District. the district covers an area of approximately 4,620 square kilometers (1,780 sq mi). It consists of three districts namely Buwekula, Kassanda and Kasambya. The district has eighteen sub-regions and one city council, which include: Kassanda is no longer among its districts. It has been confirmed that it is a separate district.

#### **Statement of the Problem**

Performance appraisal is a critical part of human resource management. In recent years, there has been an increase in their use among organizations motivated by the desire to manage employee behavior and attitudes, and ultimately team performance (Winny, Ariyo, et al., 2023). Setting organizations' goals and objectives at the start of financial years provides clear performance targets for employees and allows managers to monitor performance over the cycle (Lydia et al., 2023). Performance appraisals help to reinforce good performance, alert managers to the need for training and development in certain areas or the need to offer help to underperforming staff and introduce systems or rewards and promotions, all aimed at improving performance (Ntirandekura et al., 2022).

Two separate studies, one by (Julius, 2024) and the other by (Ramadhan et al., 2023), focus on the effects of performance appraisal on organizational performance and both conclude that the system motivates employee attitudes to improve performance. Another study conducted by (David et al., 2023) focused on performance appraisal as a strategic management style and found that performance appraisal forms a balanced approach to managing the issue of performance in organizations. These and other studies have focused on performance appraisals and none have looked at the impact of performance appraisals on public sector worker productivity, hence the need for this study.

#### **Specific 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

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### Methodology

Research design refers to the general approach used by the researcher to assimilate the components of the study to effectively address the research problem. It consists of an outline of data compilation, measurement and control. The study used a descriptive research design (Rasheed et al., 2022) to conduct the survey. This study sought to investigate the effect of performance appraisal on the productivity of workers in the public sector of Uganda using Mubende District Local Government as a case study. The target population consisted of 50 permanent employees who had undergone at least two performance appraisals (Olanrewaju et al., 2021b). A census approach was adopted where the entire target population of 50 employees was selected as the study sample to allow for in-depth data collection and analysis. Primary data were collected using structured questionnaires administered to 50 respondents (Olanrewaju et al., 2021b). In addition, focus groups and key informant interviews were conducted with senior HR managers and department heads to gain additional qualitative insights (Olanrewaju et al., 2021a). Before distribution, the research instruments were validated using a pilot test involving 5 employees to ensure the comprehensibility and reliability of the items (Nafiu et al., 2012). After obtaining ethical approval and informed consent from respondents, questionnaires were carefully administered and subsequently analyzed using manual procedures and computer software SPSS and STATA (Nelson et al., 2022). Preliminary analyzes included data cleaning, coding, and calculation of descriptive statistics such as frequencies, percentages, means, and standard deviations (Nafiu & Ph, 2012). Inferential analyzes including correlation and regression techniques were then used to determine the significance and magnitude of relationships between variables such as periodic performance appraisals, feedback mechanisms, training opportunities, motivation levels, and productivity outcomes (Nafiu et al., 2012).

### RESULTS

**Table 1 Effect of performance appraisal on workers' productivity**

| Attribute                                                                                          | Response       |    |       |    |          |   |          |   |                   |   |       |     |
|----------------------------------------------------------------------------------------------------|----------------|----|-------|----|----------|---|----------|---|-------------------|---|-------|-----|
|                                                                                                    | Strongly agree |    | Agree |    | Not sure |   | Disagree |   | Strongly disagree |   | Total |     |
|                                                                                                    | F              | %  | F     | %  | F        | % | F        | % | F                 | % | F     | %   |
| A performance appraisal provides a document of employee performance over a specific period of time | 16             | 40 | 20    | 50 | 2        | 5 | 2        | 5 | -                 | - | 40    | 100 |

|                                                                                                                                                                                                             |    |    |    |    |   |   |   |    |   |   |    |     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|----|----|----|---|---|---|----|---|---|----|-----|
| 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.                   | 25 | 62 | 13 | 33 | 2 | 5 | - | -  | - | - | 40 | 100 |
| 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 | 30 | 75 | 8  | 20 | - | - | 2 | 5  | - | - | 40 | 100 |
| provides an opportunity to discuss employee development goals                                                                                                                                               |    |    |    |    |   |   |   |    |   |   |    |     |
| The process of employee appraisal provides a structure for thinking through and planning the upcoming year and developing employee goals.                                                                   | 28 | 70 | 8  | 20 | - | - | 4 | 10 | - | - | 40 | 100 |

Source: Primary data 2022

From the table 1 above, it can be observed that 16 (40%) of the respondents strongly agreed to the fact that a performance appraisal provides a document of employee performance over a specific period of time, 20 (50%) agreed, 2 (5%) were not sure and 2 (5%) disagreed. It can therefore be stated that a performance appraisal provides a document of employee performance over a specific period of time (Christopher, Moses, Muhindo, & Komunda, 2022a).

25 (62%) strongly agreed to the assertion that 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., 13 (33%) agreed. This therefore affirms the fact that performance appraisal process creates a structure

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where a manager can meet and discuss performance with an employee. It forces the uncomfortable conversations that often need to happen..

It can also be observed that 30 (75%) of the sample strongly agreed that 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, 8 (20%) agreed to the assertion and 2 (5%) disagreed (Polycarp et al., 2023). This implies that indeed 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 the majority agreed to the assertion.

Furthermore, 28 (70%) strongly agreed that The process of employee appraisal provides a structure for thinking through and planning the upcoming year and developing employee goals, 8 (20%) agreed while 2 (5%) disagreed to the assertion. This implies that the process of employee appraisal provides a structure for thinking through and planning the upcoming year and developing employee goals.

**Table 2: Model Summary of performance appraisal on organizational performance**

| Model                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |
| 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | .937 <sup>a</sup> | .878     | .839              | .18559                     | .878              | 22.323   | 10  | 31  | .000          |
| a. Predictors: (Constant), The differentiation of the numerical scale 1-5 is clear and concise, the performance manager is impartial when assigning ratings, the numerical rating scale is fairly assigned, performance ratings contribute to a motivation to achieve organisation goals and job satisfaction, feedback on achievement of goals is frequent, accurate and specific feedback is received from the performance manager on past performance, the consequences for receiving each numerical rating is clear, numerical ratings provide an atmosphere where team members are encouraged to be high achievers, poor numerical rating will lead to improvement of performance for a member of staff, the performance rating is helpful to identify the strength and weakness of the employee |                   |          |                   |                            |                   |          |     |     |               |

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## Forms of employee performance appraisal

Table 3. Showing the forms of employee performance appraisal

| Attribute                                                                                                                                                                                                                 | Response       |    |       |    |          |   |          |   |                   |   |       |     |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----|-------|----|----------|---|----------|---|-------------------|---|-------|-----|
|                                                                                                                                                                                                                           | Strongly agree |    | Agree |    | Not sure |   | Disagree |   | Strongly disagree |   | Total |     |
|                                                                                                                                                                                                                           | F              | %  | F     | %  | F        | % | F        | % | F                 | % | F     | %   |
| Management by objectives (MBO) is the appraisal method where managers and employees together identify, plan, organize, and communicate objectives to focus on during a specific appraisal period                          | 30             | 75 | 10    | 25 | -        | - | -        | - | -                 | - | 40    | 100 |
| 360-degree feedback is a multidimensional performance appraisal method that evaluates an employee using feedback collected from the employee's circle of influence namely managers, peers, customers, and direct reports. | 32             | 80 | 8     | 20 | -        | - | -        | - | -                 | - | 40    | 100 |
| The concept of assessment centre was introduced way back in 1930 by the German Army but it has been polished and tailored to fit today's environment.                                                                     | 36             | 90 | 4     | 10 | -        | - | -        | - | -                 | - | 40    | 100 |

|                                                                                                                                                                                                                                                                 |    |     |    |    |   |   |   |   |   |   |    |     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|-----|----|----|---|---|---|---|---|---|----|-----|
| Behaviorally anchored rating scales (BARS) bring out both the qualitative and quantitative benefits in a performance appraisal process. BARS compares employee performance with specific behavioral examples that are anchored to numerical ratings.            | 38 | 95  | 2  | 5  | - | - | - | - | - | - | 40 | 100 |
| Psychological appraisals come in handy to determine the hidden potential of employees. This method focuses on analyzing an employee's future performance rather than their past work.                                                                           | 30 | 75  | 10 | 25 | - | - | - | - | - | - | 40 | 100 |
| Human resource (cost) accounting method analyses an employee's performance through the monetary benefits he/she yields to the company. It is obtained by comparing the cost of retaining an employee (cost to company) and the monetary benefits (contributions | 40 | 100 | -  | -  | - | - | - | - | - | - | 40 | 100 |
| Qualified psychologists conduct a variety of tests (in-depth interviews, psychological tests, discussions, and more) to assess an employee effectively. However, it is a rather slow and complex process and the quality of results is highly dependent on the  | 30 | 75  | 10 | 25 | - | - | - | - | - | - | 40 | 100 |

**Source: primary data 2022**

Table 3 shows that 30 (75%) of the respondents strongly agreed to the fact that Mubende district local government Management by objectives (MBO) is the appraisal method where managers and employees together identify, plan, organize, and communicate objectives to focus on during a specific appraisal period, while 10 (25%) agreed that the enterprise use manual employee performance systems to collect accounting data manually through receipts and invoices. None of the respondents disagreed and none was not sure. It can therefore be stated that manual employee performance systems are Management by objectives (MBO) is the appraisal method where managers and employees together identify, plan, organize, and communicate objectives to focus on during a specific appraisal period by the SMEs (Turyatamba et al., 2022).

32 (80%) strongly agreed manual employee performance systems are 360-degree feedback is a multidimensional performance appraisal method that evaluates an employee using feedback collected from the employee's circle of influence namely managers, peers, customers, and direct reports. and 8 (20%) of the respondents agreed and no one disagreed while all the respondents were sure of their respondents. This confirms the fact that manual accounting systems are 360-degree feedback is a multidimensional performance appraisal method that evaluates an employee using feedback collected from the employee's circle of influence namely managers, peers, customers, and direct reports (Isaac et al., 2023).

36 (90%) of the respondents strongly agreed that the concept of assessment centre was introduced way back in 1930 by the German Army but it has been polished and tailored to fit today's environment; while 4 (10%) of the respondents agreed to the concept of assessment centre was introduced way back in 1930 by the German Army but it has been polished and tailored to fit today's environment (Faridah et al., 2023).

38 (95%) of the respondents strongly agreed that behaviorally anchored rating scales (BARS) bring out both the qualitative and quantitative benefits in a performance appraisal process. BARS compares employee performance with specific behavioral examples that are anchored to numerical ratings. while 2 (5%) of the respondents agreed to the use of manual accounting systems in this regard.

30 (75%) strongly agreed that Psychological appraisals come in handy to determine the hidden potential of employees. This method focuses on analyzing an employee's future performance rather than their past work while 10 (25%) of the respondents agreed to the Psychological appraisals come in handy to determine the hidden potential of employees. This method focuses on analyzing an employee's future performance rather than their past work. Psychological appraisals come in handy to determine the hidden potential of employees. This method focuses on analyzing an employee's future performance rather than their past work.

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Further still, 40 (100%) of the respondents strongly agreed to the use of manual employee performance systems in making most decisions in the entity. It can therefore be stated that SMEs base their decisions on manual employee performance systems thus improving their profitability. It can be observed that all the respondents agreed to the fact that manual employee performance systems are Human resource (cost) accounting method analyses an employee's performance through the monetary benefits he/she yields to the company. It is obtained by comparing the cost of retaining an employee (cost to company) and the monetary benefits (contributions (Christopher, Moses, Muhindo, & Nturanabo, 2022).

Finally, 30 (75%) strongly agreed that Qualified psychologists conduct a variety of tests (indepth interviews, psychological tests, discussions, and more) to assess an employee effectively. However, it is a rather slow and complex process and the quality of results is highly dependent on the while 10 (25%) of the respondents agreed to the use of manual employee performance systems to prepare and analyze the financial statements. It can therefore be stated that indeed, manual employee performance systems are used to prepare and analyze financial statements.

### **Conclusions**

Finding reveals that there is a positive relationship between employee performance appraisal and employee performance and the researcher therefore concludes that:

Employee performer appraisal are effective in collecting data and for the storage of employee performance for the business, used for conducting appraisals, preparing the organizations goals, used for financial and accounting reporting, used for managing information systems by SMEs, used in the entire management of the financial or accounting records of the business.

The researcher also concludes manual accounting is still necessary in organizations because manual employee performance systems are Management by objectives (MBO) is the appraisal method where managers and employees together identify, plan, organize, and communicate objectives to focus on during a specific appraisal period, to store employee performance in manual forms in the case of safety, The concept of assessment centre was introduced way back in 1930 by the German Army but it has been polished and tailored to fit today's environment., manual accounting systems provide timely and error free employee performance, Psychological appraisals come in handy to determine the hidden potential of employees. This method focuses on analyzing an employee's future performance rather than their past work., making most decisions in the entity and to prepare and analyze the financial statements.

### **Recommendations**

The researcher recommends that organisations should invest in efficient employee performance appraisal so as to ensure quick and efficient generation and flow of information. This leads to overall organizational efficiency.

The researcher also recommends that organisations should prioritize the information management department since it is a very vital cost center

The researcher further organizations should ensure prudent management of employee performance to minimize wastage of resources.

The researcher further recommends that organizations should hire competent personnel to manage their employee performance systems so that they remain fire proof without suffering from the dangers of cybercrime.

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