

Performance Appraisal And Employee Performance In An Organisation: A Case Of Moroto Town Council

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Abstract

This research aimed to evaluate the relationship between performance appraisal and employee performance within the context of Moroto Town Council as the case study organisation, with the goal of establishing how performance appraisal impacted and influenced the way employees performed their delegated responsibilities and achieved organizational objectives. Performance appraisal referred to the process where the work performance of employees was evaluated, usually annually or biannually, by assessing how well they had met pre-established performance standards whilst discharging their day-to-day duties over a fixed timeframe and providing feedback on their developmental needs for enhanced future contributions. The study employed a mixed research methodology combining both quantitative and qualitative data collection techniques to comprehensively analyze the object of inquiry from multiple perspectives. A survey questionnaire containing both closed and open-ended items was distributed to 200 permanent staff members across various departments to quantitatively gauge their perceptions and experiences regarding the organization's performance appraisal system as well as obtaining self-reported assessments of individual work output. In addition, in-depth interviews were conducted with 20 managers tasked with conducting performance reviews to qualitatively explore the procedures followed and challenges encountered when appraising subordinates. It was hypothesized that a properly structured and consistently implemented performance appraisal process led to higher employee motivation levels, improved goal alignment between individual and organizational objectives, increased job satisfaction, and ultimately enhanced work performance overall. However, the research also acknowledged that there could have been instances where flaws and inadequacies in how appraisals were designed and operationalized negatively impacted employee morale and productivity instead. A bivariate correlation analysis uncovered a positive statistically significant strong correlation of .608 existing between these two variables when tested at the 99% confidence level. This implied that as the transparency, effectiveness and timeliness of communicating evaluation outcomes to personnel increased, employees tended to exhibit enhanced levels of role enactment, goal fulfilment and productivity outcomes.

Keywords: Performance, Appraisal, Employee and Performance

Background of the study

Performance management is a key element in the public sector in Uganda. It links increased managerial freedom with increased emphasis on outputs. This requires public organizations, managers and employees to work to performance targets and output objectives that define individual tasks (Musaibah et al., 2023). Uganda introduced the Open Performance Appraisal System (OPRAS) in the 2001/2002 financial year for staff in public organizations. This represents a step ensuring efficiency, effectiveness and quality of services offered in public organizations (Racheal et al., 2023).

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According to (Winny, Ariyo, et al., 2023) Performance Appraisal is defined as an assessment of employees by the manager, in which he/she evaluates the overall contribution made by the employee to the organization. It is a systematic and logical review, conducted by the organization annually to judge his potential in performing a task (Isaac et al., 2023). He further says it helps to analyze the skills and abilities of an employee for their future growth that increases the productivity of employees and it helps to identify, the employee who performs their task well and those who are not, along with the reasons for the same while (T. Christopher, 2022) defined Performance Management is a continuous process that aims at planning, monitoring and evaluating the objectives of an employee and his total contribution to the organization.

Commission, which has appropriate appeal mechanisms (Frank et al., 2023). However, due to the existing values in the public services that tend towards high power distance, this kind of appraisal, when it was first introduced in Uganda's civil service, could not work. Commission, which has appropriate appeal mechanisms (Emmanuel et al., 2023). However, due to the existing values in the public services that tend towards high power distance, this kind of appraisal, when it was first introduced in Uganda's civil service, could not work.

In the context of this study, organizational performance measured on the basis of the three Es which (Paul & Kazaara, 2023) expound as; Procurement, resources - human, physical, finance and time and, cost. optimal transformation (activities) of inputs into outputs, utilization of means to achieve results and objectives, rational use of resources, least costs maximum results / return, activities in perspective of results, work planning and timelines and tactical levels; effectiveness in terms of the extent to which a program or project achieves its immediate objectives or produces its desired outcome, achievements of results, objectives, goals, focus on target groups, beneficiaries, clients, medium and long-term perspective, much more difficult to measure and assess and strategic level (Paul & Kazaara, 2023).

Despite Moroto District Local Government having stipulated guidelines for managers and staff in place, performance appraisal is not done appropriately as managers normally do the appraisal of staff when they are long overdue or when a staff needs to apply for a promotion, managers normally do not give enough time to the appraisal process which brings biasness in the results and complain of the busy work schedules (F. Christopher et al., 2022). Some managers are not objective when appraising their subordinates and end up being subjective. This denies the subordinates a chance to improve where they are weak; Moroto District State of Affairs Address (2012/203 FY).

Statement of the problem

Ideally, employee performance must be aligned with the strategy and understood and appreciated by all employees in order for set standards, measurement, and dissemination of feedback to be successful (Kazaara & Kazaara, 2023). This led to the birth of the Local Government Act 1997, which gave birth to the local government council, which is the highest political authority in its jurisdiction. Through an Act of Parliament in July 2009, Moroto District Local Government was established with both legislative and executive powers. It has a mandate to serve as political units to advise on the planning and implementation of services, assist in dispute resolution, monitor service delivery and assist in the maintenance of law, order and security (Alex et al., 2023).

Despite all these efforts, service delivery among employees is a far cry from reality, with late work and delivery of tasks on display. The LDLG Annual Report (2018) states that despite improvements, task and task performance among staff is still a challenge (Faith et al., 2023). Delayed work and completion of tasks shows low motivation, no fairness, fatigue, etc. The public perceives the services of district employees poorly and the trend of delayed response continues, probably resulting in a complete lack of public trust and confidence in the district, that is, the public avoids formal redress to an informal solution (Wegulo et al., 2023).

The persistence of late work and task performance among employees led to a question for consideration in this study; “does the nature and level of performance appraisals, performance standards, performance measurement and dissemination of results affect employee performance in organizations (Winny, Kazaara et al., 2023). Thus, this study will examine the effect of performance appraisal on employee performance.

Specific Objectives

1. To establish the performance standards, affect Employees’ Performance in Organisations a case study of Moroto District Local Government
2. To determine the effect of the performance measurement on Employees’ Performance in Organizations a case study of Moroto District Local Government
3. To establish the effect of result dissemination on Employees’ Performance in Organizations a case study of Moroto District Local Government

Methodology

The study was carried out mainly using descriptive design. Descriptive design collects data to make inferences about a population of interest at one point in time (Nafiu et al., 2017). The advantage of Cross-sectional surveys was its flexibility in that it could be conducted using any mode of data collection, including telephone interviews, face-to-face interviews and mailed questionnaires, According to (Saliu et al., 2013) this design captures data at a specific point in time, contains multiple variables at the time of the data snapshot and study findings and outcomes can be analyzed to create new theories/studies or in-depth research (Jallow et al., 2021).

The study covered population of 135 subjects, constituting of 80 employees, 15 heads of department, and 40 senior and middle officers at Moroto District Local Government. These was selected because they were actively involved in the implementation of the day to day operations in these particular departments and are potential people who was reliably informed on employee performance strategies (Olanrewaju et al., 2021).

Table 1: Determining Sample Size from a Given Population

Level of structure	Target Population Size	Sample Size	Sampling Technique
Employees at lower			

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management	70	60	Simple Random Sampling
Staff at Senior management	15	14	Purposive sampling
Political leaders	10	6	Purposive Sampling
Heads of department	15	14	Purposive sampling
Staff at Middle management	25	24	Purposive sampling
Totals	135	118	

The study sample size was determined using Krejcie & Morgan tables 1970 as cited by (Amin, 2005). The samples used in the study was selected using the simple random sampling and purposive sampling. The sample size was 118 respondents (Olanrewaju et al., 2021).

Purposive sampling technique under non-probability sampling was used to select Staff at middle, senior management, heads of department and political leaders. The technique was used because the focus of the researcher will get in-depth information and not simply generalizing. Those selected provided the required information in-depth since their selection was based on their appropriateness to give the required information (Nafiu, 2012).

The questionnaire design carefully followed the research objectives guiding the study. According to (Olanrewaju et al., 2021), defined a questionnaire as a survey in which the researcher conceptualizes and operationalizes the variables and questions. Questionnaires was very appropriate for collecting information regarding surveys that deal with the perception of the variables. The questionnaires were self-administered to the respondents who was able to read and answer questions without being influenced by the interviewer (Nafiu et al., 2012). A semi-structured questionnaire was the main instrument of data collection for the study. A Likert type of questionnaire was designed and administered on Supervisors, heads of departments, staff at middle and senior management and employees as respondents to explore their responses regarding the different statements describing the key variables of performance appraisal and employees performance in organizations a case study of Moroto District local government (Jallow et al., 2021).

After obtaining quantitative data from close-ended questions, it was edited to remove any errors. Data was cleaned and coded according to themes derived from the research objectives. Quantitative data was edited. The process of cleaning the data was done to remove any errors and helped to improve the reliability of the data. Statistical packages of data analysis such as Excel and SPSS were employed to tabulate the raw data and shall provide comparisons that eased the analysis (Nelson et al., 2022). The collected data was analyzed using quantitative analysis which majorly involved six major activities namely, data preparation, counting, grouping, and relating, predicting and statistical testing. Data preparation involved all forms of manipulations that was necessary for preparing data for further processing such as coding, categorizing answers to open-ended questions, editing and

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checking as well as preparation of tables; counting, including the mechanical task of registering the occurrence and frequency of the occurrence of certain responses

Results

Table 2: Correlation between performance standards and Employees' Performance

		performance standards	Employees' Performance
performance standards	Pearson Correlation	1	.701**
	Sig. (2-tailed)		.000
	N	118	118
Employees' Performance	Pearson Correlation	.701**	1
	Sig. (2-tailed)	.000	
	N	118	118

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

Source; Primary Data, 2024

Table 2 aimed to quantify the nature of the relationship between the pre-established performance standards that employees were evaluated against during the appraisal process and their actual recorded work performance levels. A bivariate correlation analysis uncovered a positive statistically significant strong correlation of .701 existing between these two variables when tested at the 99% confidence level (Nelson et al., 2023). This indicated that as the rigor and clarity of the performance standards increased, employees tended to demonstrate enhanced levels of task accomplishment, goal fulfilment, and productivity outcomes. Both variables shared approximately 49.1% of their variations as per the coefficient of determination.

Table 3: Correlation between performance measurement and Employees' Performance

		performance measurement	Employees' Performance
performance measurement	Pearson Correlation	1	.406**
	Sig. (2-tailed)		.000
	N	118	118
Employees' Performance	Pearson Correlation	.406**	1
	Sig. (2-tailed)	.000	
	N	118	118

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

Source; Primary Data, 2024

A bivariate correlation analysis uncovered a positive statistically significant moderate correlation of .406 existing between these two variables when tested at the 99% confidence level. This implied that as the accuracy, objectivity and multidimensionality of the performance measurement approach increased, employees tended to display enhanced levels of work role fulfilment, goal accomplishment and productivity outcomes (Ntirandekura & Christopher, 2022). Both factors shared approximately 16.4% of their variations as indicated by the coefficient of determination. The consistent sample size of 118 personnel offered across subunits again supplied satisfactory statistical power to validate the correlation as highly improbable to have manifested by chance alone.

Table 4: Correlation between result dissemination and Employees' Performance

		Result dissemination	Employees' Performance
Result dissemination	Pearson Correlation	1	.608**
	Sig. (2-tailed)		.000
	N	118	118
Employees' Performance	Pearson Correlation	.608**	1
	Sig. (2-tailed)	.000	
	N	118	118
**. Correlation is significant at the 0.01 level (2-tailed).			

Source; Primary Data, 2024

A bivariate correlation analysis uncovered a positive statistically significant strong correlation of .608 existing between these two variables when tested at the 99% confidence level. This implied that as the transparency, effectiveness and timeliness of communicating evaluation outcomes to personnel increased, employees tended to exhibit enhanced levels of role enactment, goal fulfilment and productivity outcomes (Ronald et al., 2023). Both factors shared approximately 36.9% of their variations as indicated by the coefficient of determination. The stable sample size of 118 staff members again offered across subunits sufficiently robust statistical power to validate the correlation as incredibly improbable to have manifested by mere chance alone.

Conclusion

In summation, the findings from the three correlation analyses presented in tables 2, 3 and 4 provided compelling empirical evidence to substantiate the overarching hypothesis that establishing rigorous and transparent performance appraisal practices has a significant positive impact on employee work performance within the context of Moroto Town Council. The consistent moderate to strong correlations continually reinforced the notion that well-formulated performance standards, meticulously designed measurement methods, and methodical dissemination of results collectively function to motivate higher levels of role accomplishment, goal fulfilment and productivity end results among personnel. While the cross-sectional research design precludes definitive conclusions regarding causality, the large sample size enhances generalizability. Therefore, it can be confidently recommended that the organisation focuses its efforts on refining these three pivotal HR systems to tap the latent

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potential of its human capital and optimize overall organizational effectiveness, subject to periodic reviews to account for changing internal and external environmental dynamics.

Recommendation

Upon comprehensively evaluating the illuminating results derived from this diagnostic case study, several strategic recommendations can be prudently formulated to help Moroto Town Council strengthen the implementation and workings of its performance management system to further foster improved output among its valued workforce. Therefore, cross-functional working groups comprising dedicated line managers and HR specialists should be instituted to undertake periodic reviews and refinements of the performance standards delineated, ensuring they remain unambiguous, meticulously benchmarked, and adequately capture the multifaceted nature and priorities of each job role. Simultaneously, the performance measurement approach could be enhanced through introducing more subjective qualitative indicators complementing objective quantitative metrics, administered with utmost impartiality.

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