

**AN ASSESSMENT OF THE IMPACT OF STAFF APPRAISAL SYSTEMS ON WORKFORCE
PRODUCTIVITY IN ORGANIZATIONS; A CASE STUDY
OF WORLD VISION, NAKASONGOLA DISTRICT.**

1 Gwokyalya Grace Lutaaya, 2 Babirye Shamirah, 3 Mirembe Suzan

1, 2, 3 Metropolitan International University

ABSTRACT

This study focused on staff appraisal systems and workforce productivity in world vision as viewed by the respondents. In this study the staff appraisal systems (measured by job knowledge, level of skill and teamwork attributes) was the independent variable and workforce productivity (measured by Tools and equipment, Managerial communication and Education of employees) was the dependent variable. The study used cross sectional design which enabled the researcher to draw the samples from the population over a short period of time. The study focused on the respondents from different departments of world vision. Each of the departments was used as a cluster in which stratified random sampling was used to select the respondents from all layers in the cluster. Primary data and secondary data collection methods were used. Quantitative methods were used to collect and analyze the data. The research findings shown by correlation analysis generally indicated that there was a significant positive relationship between staff appraisal systems (job knowledge, level of skill and team work) and workforce productivity (measured by Tools and equipment, Managerial communication and Education of employees). Regression models also indicated that job knowledge, level of skill and team work of staff appraisal systems (independent variable) was a better predictor of the variation in the workforce productivity (dependent variable). Level of skill was the most significant predictor of the variation in workforce productivity, followed by job knowledge and teamwork respectively.

Key words: staff appraisal systems, workforce productivity and organizations

Background to the Study

In these studies, the unbiased variable was group of workers appraisal structures measured through (task know-how, degree of ability and team work). The independent variable was work productiveness measured by using (tools and system, managerial communication and training of personnel) (Kazaara & Kazaara, 2023). Team of workers appraisal is the systematic overview of a person employee's overall performance on the activity which is used to evaluate the effectiveness of his or her paintings (Winny et al., 2023). Performance appraisal has regularly more

grow to be a part of a strategic approach to integrating HR activities and business guidelines and may now be visible as a fashionable time period covering a range of sports in the course of which companies request to assess personnel and expand their functionality, enhance overall performance and distribute rewards (Paul et al., 2023).

Developmental use specializes in experiences and abilities that employees should reap and which might be diagnosed by means of the usage of performance value determinations. The goal of performance

Received: 16.09.2023

Accepted: 21.09.2023

Published on: 30.09.2023

Corresponding: Author: research.miu.ac.ug/publications

appraisal is to progress employees enter to organizational dreams and paintings overall performance. The appraisal is likewise deliberate to support and enhance employee growth and do away with overall performance barriers (Victoria et al., 2023).

In Ghana, the potential of any organisation to carry out successfully and successfully relies upon to a large volume on the best utilization of its sources. amongst all the sources (substances, economic and human) the human aid, is the maximum critical (Ntirandekura & Christopher, 2022). consistent with Armstrong (2006) “performance appraisal is the systematic evaluate of a person worker’s performance at the job which is used to assess the effectiveness of his or her work. Personnel appraisal seeks to assess and re-compare the performance of employees so one can enable them comprehend their full capacity (Emmanuel et al., 2023). For the business enterprise to maximize the advantages of group of workers appraisal, it is essential that personnel recognize what the agency requires from them, the effects predicted from them and the way their performance could be measured (Micheal et al., 2023). A nearby authorities evaluation report implicated Nakasongola district officials for loss of transparency and non-compliance to finances suggestions. The evaluation for 2017/18 became conducted through the government of the Republic of Uganda based totally on the performance contracts, making plans, budgeting and execution, procurement and contract control. different tests had been on governance, oversight, transparency, responsibility, health, training and gender

mainstreaming amongst different regions (Akankwasa et al., 2022).

The document also implicated the district for failure to mainstream gender into deliberate sports to reinforce ladies’ roles among other weaknesses. In line with the assessment, the district scored 50% in compliance after it submitted beyond the cut-off date. The district scored 20% in transparency, oversight and responsibility after the council didn't meet and talk carrier delivery associated troubles and share data with residents (Isaac et al., 2023).

District officials were additionally implicated for no longer displaying pensioner time table bills, procurement plan and an awarded contracts on noticeboards as well as failure to speak about public bills committee reviews (Moses et al., 2023). The district additionally scored 20% in gender mainstreaming and environmental safeguards (Luwaga, 2018). however, the district scored 70% in duration and 58% in fitness overall performance coming to thirty fifth position within the USA. in neighborhood authorities’ performance assessment (Zowena et al., 2023).

Problem Statement

Companies for some purpose agree with that the appraisal machine running at the arena imaginative and prescient is only a device for advertising and profits increment. agency team of workers consequently will become aggressive whilst their appraisal forms aren't completed and forwarded to the Human resource Directorate for processing on time (Winny et al., 2023).

But, not all of the rating dimensions of the appraisal manner for the entire corporation personnel is

relevant which consist of process know-how, level of talent and group work. however, the company has didn't pick out this, main to extensive gap which may

provide an explanation for why it lacks the effectiveness for which it changed into designed to offer (Musaibah et al., 2023).

Specific Objectives

- To investigate the effect of job knowledge on workforce productivity in world vision, Nakasongola in Uganda.
- To examine the effect of level of skill on workforce productivity in world vision, Nakasongola the in Uganda.
- To assess the effect of team work on workforce productivity in world vision, Nakasongola the in Uganda.

Research Questions

- What is the effect of job knowledge on workforce productivity in world vision, Nakasongola in Uganda?
- What is the effect of level of skill on workforce productivity in world vision, Nakasongola the in Uganda?
- What is the effect of team work on workforce productivity in world vision, Nakasongola the in Uganda?

Methodology

Research Design

The study adopted a cross section survey design given the pattern of employees at World vision that requires collecting data from all categories of employees. A cross-sectional survey collects data to make inferences about a population of interest (universe) at one point in time and as such, cross-sectional surveys were described as snapshots of the populations about which they gather data. Quantitative approach enabled the researcher to gather quantifiable facts to the study while the qualitative approach helped in attaching detailing meaning to the outcome of the quantitative approach to determine if the variables are independent (or unrelated) and if they are not, then to determine the strength or magnitude of the relationship. Cross-sectional studies were carried out once and represented a snapshot at one point in time (Cooper and Schindler, 2008).

Study Population

The study population included the employees/ staff of World vision, Nakasongola district, Uganda. It employs over 20 people (Uganda annual report 2018).

Sample size and selection

The sample size will be selected using the Krejcie & Morgan, (1970) table for determining sample size for research activities. The respondents interviewed were selected using simple random sampling at the time of the study. The sampling method used in this study was the probability sampling method, particularly random sampling. A probability sampling is defined as one in which every unit in the population has chance ($0 < x < 1$) of being selected in the sample which can be accurately determined. Thus, with a target population of 20 staff, the researcher utilized a sample size of 19 respondents to inform the study objectives.

Sampling Techniques

The study purposely took interest in all employees of World vision, Nakasongola district since they are believed to be with equal chances of being selected. Thus, Random Sampling was used in reaching at the first sampling units across the organization.

Data collection methods and instruments

This study used a mixed method approach combining both quantitative and qualitative methods. This was used to enable the researcher gain broader perspectives through triangulation as opposed to using a predominant method alone and also mitigate the weakness of using one method instead of the other. Sources of data included both primary and secondary data for several variables. Primary data was obtained from the field while secondary data was generated through text books, journals and the internet. Quantitative data was collected using a structured questionnaire for lower to middle level staff while an interview guide aided qualitative data collection from senior management and the board.

Data analysis

After coding quantitative data, a computer program known as Statistical Package for the Social Sciences version 20 (SPSS-v20) was utilized to enter; process and output the data. Descriptive statistics was used to summarize the characteristics of the respondents and other responses from the respondents (Nelson et al., 2022). Frequency tables were used for data presentation. Pearson correlation was used run for establishing whether there is a relationship between the study variables while Linear regression was performed to measure the extent of the relationship and subsequently, inferential statistics was drawn. For qualitative data, thematic approach was used to analyze data where themes, categories and patterns were identified in order to complement the quantitative analysis.

RESULTS

Table 1: Pearson Correlations Matrix

Correlations		Job knowledge	Level of skill	Team work	Work force productivity
Job knowledge	Pearson Correlation	1	.745**	.089	.841**
	Sig. (2-tailed)		.000	.718	.000
	N	19	19	19	19
Level of skill	Pearson Correlation	.745**	1	.434	.854**
	Sig. (2-tailed)	.000		.063	.000
	N	19	19	19	19
Team work	Pearson Correlation	.089	.434	1	.305
	Sig. (2-tailed)	.718	.063		.205

Received: 16.09.2023

Accepted: 21.09.2023

Published on: 30.09.2023

Corresponding: Author: research.miu.ac.ug/publications

	N	19	19	19	19
Work force productivity	Pearson Correlation	.841**	.854**	.305	1
	Sig. (2-tailed)	.000	.000	.205	
	N	19	19	19	19

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

Relationship between Job knowledge and workforce productivity

Table 1 indicated that there was a high and significant positive relationship between job knowledge and workforce productivity since, $r = .841^{**}$ and $p = .000 < .01$. This implied that a change in job knowledge leads to a change in workforce productivity in the same direction. Therefore, to enhance workforce productivity during staff appraisal, world vision needs to ensure there is recruitment of job knowledgeable staff. If $.1 < r \leq .3$, implied that there was a medium positive relationship while those which show Pearson correlations of such that $.3 < r \leq .5$ imply that there was larger positive relationship between the attributes (Andy 2009).

It is important to note that the diagonal correlation values are such that $r = 1$, because the relationship between a variable and itself is perfect (Nelson et al., 2023).

Relationship between level of skill and workforce productivity

Table 1 showed that there was high and significant positive relationship between level of skill and workforce productivity since $r = .854$, $p = .000 < .01$. As the level of skill changes, the workforce productivity changes in the same direction. Thus, to enhance workforce productivity in the view of during staff appraisal, there is need for world vision management to ensure improved level of skill of the staff. Therefore, world vision management should ensure that the level of skill is strongly improved among the staff if high workforce productivity is to be achieved (Mark et al., 2023).

Relationship between Team work to lecturers and workforce productivity

Table 1 showed that the correlations between team work and workforce productivity was slightly high since $r = .305$, though less significant since $p = .205 > .01$. This implies that generally, team work and workforce productivity were positively correlated and with less significance.

Therefore, of the three factors, the most significant was level of skill, followed by job knowledge and final team work respectively (Suzan & Kazaara, 2023).

Regression analysis

Table 2: Regression Model for the study variables

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.
-------	-----------------------------	---------------------------	---	------

Received: 16.09.2023

Accepted: 21.09.2023

Published on: 30.09.2023

		B	Std. Error	Beta		
	(Constant)	3.635	6.358		.572	.576
	Job knowledge	.946	.946	.494	2.812	.013
	Level of skill	.606	.606	.459	2.361	.032
	Team work	.173	.366	.062	.474	.642
a. Dependent Variable: Work force productivity						
R Square =.826			F Statistic = 23.698			
Adjusted R Square =.791			Sig. F Statistic =.000			
Predictors in the Model: (Constant), job knowledge, level of skill and team work.						
Y=3.635+BiXi			i = 1,2,3,4			

Source: Primary Data

Table 2 showed that R Square =.826 was adjusted to .791 to provide for the potential errors in the raw data. This means that a combination of job knowledge, level of skill and teamwork accounted for only 79.1% variation in workforce productivity. The other 20.9% variation in the workforce productivity was explained by other factors. This is because there are other factors other than the ones under study that influence workforce productivity. From Table 4.6, it was observed that all were good and significant predictors, with job knowledge being the best predictor because it had the highest Beta value (.494). This is further supported by the sig. values ($p = .000 < .001$). This was followed by level of skill and team work respectively.

Conclusions

It was observed that all correlations between level of skill and workforce productivity was positive and significant as evidenced by the values of “ r ” and “ p ” which are such that $r = .854$; $p = .000 < .0$. In conclusion, it is important to note that of all the three factors of staff appraisal systems, level of skill exhibited more significant and positive relationship with workforce productivity than job knowledge and teamwork. Therefore, world vision management should give priority to level of skill during appraisal if workforce productivity is to be highly achieved.

Recommendations

In relation to the first objective (“To investigate the effect of job knowledge on workforce productivity in world vision, Nakasonggo in Uganda”), it was found out that there is a significant positive relationship between job knowledge and workforce productivity in the view of the respondents. The researcher therefore wishes to recommend to the world vision that if they want to achieve appropriate workforce productivity then they should continuously train staff so as to keep them more knowledgeable about their job.

References

- Akankwasa, A., Akakikunda, T., Ntirandekura, M., Murezi, C. M., & Christopher, F. (2022). *Effect of Capital Budgeting on Development of Organizations Empirical Studies of Kashinge Child Development Centre Kisoro District*. 6(9), 5–10.
- Emmanuel, E., Rebecca, N., Kazaara, A. G., & Nicholas, K. (2023). *The Effects Of Job Training On Performance Of Local Government Employees In Uganda: A Case Study Of Molo Sub- County, Tororo District*. 7(2), 65–73.
- Isaac, O., Kazaara, A. G., & Kazaara, A. I. (2023). *Assessment of the Effect of Workplace Conflict on Employees Performance and Organizational Productivity, a Case Study of Tororo General Hospital*. 7(3), 279–289.
- Kazaara, A. G., & Kazaara, A. I. (2023). *Assess The Impacts Of Inflation To The Development Of Societies. A Case Study of Kagadi District*. 7(3), 281–290.
- Mark, N., Kazaara, A. G., Deus, T., Julius, A., Nelson, K., Catherine, M., Christopher, F., Benefansi, I., & Alex, K. (2023). *Anaylsis of Students' Enrollment and Graduation Rates in Gulu University in Uganda. A Case Study of Gulu University*. 7(2), 167–177.
- Micheal, T., Nicholas, K., Kazaara, A. G., & Nelson, K. (2023). *The Effect of Teacher' s Motivation on Academic Performance of Students in Kole District a Case Study of Alito Sub-County*. 7(2), 64–72.
- Moses, K., Kazaara, A. G., Kazaara, A. I., & Ismail, L. (2023). *External Auditing and the Financial Performance of Marianum Press Limited, Kisubi*. 7(3), 258–266.
- Musaibah, N., Kazaara, A. G., Kazaara, A. I., & Deus, T. (2023). *The Organizational Factors Affecting Employee Performance in Non-Governmental Organizations in Uganda. A Case Study of the Uganda Women Parliamentary Association*. 7(3), 221–231.
- Nelson, K., Christopher, F., & Milton, N. (2022). *Teach Yourself Spss and Stata*. 6(7), 84–122.
- Nelson, K., Kazaara, A. G., & Kazaara, A. I. (2023). *Teach Yourself E-Views*. 7(3), 124–145.
- Ntirandekura, M., & Christopher, F. (2022). *Human Resource Recruitment and Labour Turnover in Local Government: a Case Study of Kabale Municipality*. 6(7), 154–159.
- Paul, K., Alex, I., Kazaara, A. G., & Kazaara, A. I. (2023). *Corruption and Public Finance Management A Case Study Of Wakiso District*. 7(3), 298–306.
- Suzan, W., & Kazaara, A. G. (2023). *The Impact of Western Education on Social Economic Development of Communities in Uganda - A Case Study of Wakiso Town Council Wakiso District*. 7(4), 185–191.
- Victoria, N., Nelson, K., Kazaara, A. G., & Kazaara, A. I. (2023). *The Impact Of Staff Development On The Pupils' Academic Performance In Primary Schools In Kimaanya Sub-County, Masaka District A Case Study Of Kimaanya Sub-County, Masaka District*. 7(3), 179–186.

Winny, N. D., Kazaara, A. G., Kazaara, A. I., & Deus, T. (2023). *Effect Of Motivation On Employee Performance In Non- Government Organizations (NGOS): A Case Of Mbale City*. 7(3), 67–71.

Zowena, N., Kazaara, A. G., Deus, T., & Kazaara, A. I. (2023). *Assessment Of The Effect Of Government Programs On Women Empowerment In Rural Areas. A Case Study Of Busale Sub County, Kayunga District*. 7(3), 240–247.