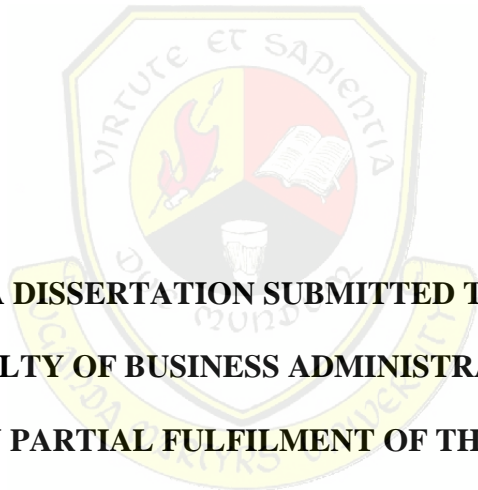


**THE EFFECT OF APPRAISAL METHODS ON STAFF PERFORMANCE**

**CASE STUDY: AAR, BUGOLOBI, CLINIC**

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## **DEDICATION**

I dedicate this work to my family in appreciation for their love, support, care and financial support. To my beloved parents Ms Monica Mirembe, my father Mr Nyangire Ephraim my sister Matovu Agaba Marianna for their prayers and the encouragement they have given me and sacrifices made for me and my supervisor FR. Ssemwogerere Edward for his extended support. May the almighty Lord bless them, above all the good and gracious God that gave me the zeal and strength to complete this research.

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## **ABBREVIATIONS**

BDE- Business Development Executive

BSC- Balance score card

HCM- Health Centre Manager

## **ABSTRACT**

The study was conducted to establish the effect the effect of appraisal methods on staff performance with specific reference to AAR, Bugolobi, Clinic as the case study. The research objectives were to establish the effect of balance score card with key performance indicators appraisal method on staff performance in AAR, Bugolobi, Clinic, to determine the effects of past job experience on staff performance in AAR, Bugolobi, Clinic and to establish the relationship between self-appraisal and staff performance in AAR, Bugolobi, Clinic.

The study was carried out using a case study design. The researcher worked with a sample size of 25 respondents which was the entire population of staff members at AAR, Bugolobi, Clinic

Questionnaire method was administered by the researcher so as to obtain data from the field. The data was analysed so as to populate the data to easily obtain inferences on the relationship between appraisal systems and organisational performance.

The researcher made recommendations which include that the Clinic should give updates on their appraisal methods results to the staff members and train them more on the appraisal system as well as use more various methods to carry out the evaluation of their staff members.

# CHAPTER ONE

## GENERAL INTRODUCTION

### 1.0 Introduction

#### 1.1 Background of the study

The main purpose or objective of this research is to investigate the effect of appraisal methods on staff performance at AAR, Bugolobi, Clinic. This will act as a clear explanation and basis on which managers can be able to site out positive and negative effects of different appraisal methods on staff output levels or services.

Appraisal methods or an appraisal system refers to a judgment of the value, performance or nature of somebody or something. It is an assessment or estimation of the worth value or quality of a person or thing. It can also be defined as the act of estimating or judging the nature or value of something or someone as regards their contribution to a given activity.

Rendering to the Business Dictionary, appraisal is the impartial analysis and evaluation conducted according to established criteria to determine the acceptability, merit or worth of an item.

It is seen as an important and meaningful function to contemporary organizations despite the dissatisfaction of management and some employees, at times the function is treated as challenging and the engagement in its process can be stressful both to the rater and the ratee.

Despite this hurdle, performance appraisal plays a major role as an indicator of better performance and it is related to a number of functions such as planning, selection, compensation, training, motivation, communication and discipline.

Appraisal methods however, have been adopted by many organizations and can be defined as a way in which evaluators come up with job performance evaluation strategies to evaluate and determine workers performance and contribution to the organizations accomplishment of its objectives and goals.

The performance is measured against such factors such as knowledge, quality and quantity of output, leadership, skills one has, interaction with patients and fellow workers, supervision, dependability, co-operation and health. Numerous methods have been devised to measure the quality and quantity of performance appraisal by organizations like the past job presentation approach, the Peter Principle, behavior oriented rating methods, results or production levels of the workers or staff, ranking, paired comparisons, forced distribution, behavioral checklist, immediate supervisors and peers. However each type has its benefits and drawbacks.

According to Lloyd. L. Byars (2004), most organizations use the appraisal system to determine legal and formal organization justification for employment decisions to promote outstanding performers to weed out the marginal and weak performers, to train and discipline others, provide feedback to employees and thereby serve as a vehicle for personal and career development as well as diagnose organizational problems by identifying training needs among workers.

In the case study, AAR, Bugolobi, Clinic uses many of the above mentioned appraisal methods to determine the services rendered by the staff and that is both the permanent and temporary staff. These have enabled the management or the Human Resource department to have performance measures like cooperation and dependability.

Staff performance is a rating system used in most corporations and organizations to determine the abilities and output of an employee. And it is divided into five modules; Planning, Monitoring, Developing, Rating and Rewarding. In the planning stage, goals are set



which goals are given and spelt out for workers for example AAR, Bugolobi, Clinic's goal is to ensure high quality health and be the provider of health care solutions in Africa.

The **mission** is to provide health care solutions that make a difference to life this prepares workers for their future fields of occupation therefore this gives the staff a clear explanation of this goal to be achieved and different methods will be set up to monitor their performance which are appraisal methods to polish up all weak points and keep up with those that uphold the clinic's goal which is more of the developing stage and a rating is carried out, under this stage the staff is evaluated basing on the level at which they are attaining the goal, a rewarding phase is the final stage were each staff member that has been able to achieve the organizational goal is given a positive feedback in form of shopping vouchers, bonus payments or promotions.

Staff performance also refers to the job related activities expected of a worker and how well those activities were executed. According to the report in 2010/2012 of the ministry of Health in Uganda, staff performance refers to the methods used by the employees to achieve the set out goals to accomplish in an organization.

This research which was carried out in AAR, Bugolobi, Clinic a branch of the main AAR, upper Kololo clinic was established 31 years back in 1984 by Bengt Beckmann and his wife Maryjka as Africa Air Rescue Company, this organization's name has changed more than once but they have managed to always retain their values of quality, innovation and excellence.

It is currently one of the largest providers of out-patient healthcare services in East Africa with a network of 15 out-patient centers across Kenya and serving over 250,000 clients annually.

The clinic's **vision** is to be the provider of choice for innovative and quality health care solutions in Africa.

The **mission** is to provide health care solutions that make a difference to life.

It also renders its services of quality health based on four medical values which are;

- Nurturing
- Excellence
- Integrity
- Heritage

This Clinic has got a number of staff both temporary and permanent and there have been a number of appraisal methods put into place to enhance their performance for example the balance score card, past job experience and self-appraisal forms after probation.

## **1.2 Problem statement**

According to Omboi (2011), in an organization, the performance appraisal system influences other Human Resource systems as well as employee and administrative strategy. The efficiency of an organization's performance appraisal system on staff performance is a prerequisite for ensuring the success of its assortment, preparation and worker incentive practices. The appraisal systems of AAR, Bugolobi, Clinic are in place but they do very little to exactly test and provide viable evaluations to the staff.

The necessity to frequently re-align performance characterizes many organizational departments which continue to struggle with getting their members to embrace the philosophy and practices that are geared at enhancing performance (Scrivner, 1995).

The balance score card with key performance indicators has some inconsistencies, most staff do not see their fellow members as critical evaluators but rather as friends or even as rivals and do not give a fair and just evaluation.

As noted by Kane et al. (1995, p. 285), an appraisal system “must be considered a major organizational change effort which should be pursued in context of improving the organization’s effectiveness.” Hence, the existing appraisal systems at AAR, Bugolobi Clinic were put into place to motivate effective staff performance yet performance is increasingly declining. By this the assessment process and its results do not seem to arouse improved staff performance. It is the purpose of this research therefore to investigate the effect of appraisal methods on staff performance at AAR, Bugolobi, Clinic.

### **1.3 Objectives of the study**

#### **1.3.1 Major objectives**

The study’s broad objective is to determine the effects of appraisal methods on performance of staff in AAR, Bugolobi, Clinic.

#### **1.3.2 Specific objectives**

- To establish the effect of balance score card with key performance indicators appraisal method on staff performance in AAR, Bugolobi, Clinic.
- To determine the effects of past job experience on staff performance in AAR, Bugolobi, Clinic.
- To establish the relationship between self-appraisal and staff performance in AAR, Bugolobi, Clinic.

## **1.4 Research questions**

- Is there an effect of balance score card with key performance indicators appraisal method on staff performance?
- Is there an effect of past job performance and staff performance?
- What is the relationship between self- appraisal and staff performance in AAR, Bugolobi, Clinic?

### **1.4.1 Research hypothesis**

- There is a high and significant effect of balance score card with key performance indicators appraisal method on staff performance.
- There is a significant effect of past job experience on staff performance in AAR, Bugolobi, Clinic.
- The clinic's self- appraisal system has a correlation with staff performance.

## **1.5 Scope of the study**

### **1.5.1 Geographical scope**

This research was carried out in AAR, Bugolobi, Clinic plot 10, Solent Avenue, 5<sup>th</sup> street, Kampala Uganda. It is one of the 9 branches of the head office clinic located at upper Kololo which oversees the activities of the other clinics.

### **1.5.2 Content scope**

This deals with the study variables that were independent variables and these included balance score card with key performance indicators, past job experience and self-appraisal, the dependent variables which were Management of change, organization leadership, quality

of health services as well as the intervening variables the Human Resource Manual, ethical policies and organizational appraisal policies which were all used to evaluate the workers and other staff members in order to generate sufficient data from all stakeholders for a meaningful assessment.

### **1.5.3 Time scope**

The data collected covers a time scope of 2012- 2014. This period was chosen because this was when the researcher was completely involved in the Clinic's affairs and the data to be collected was up to date as per the activities going on in the organization.

### **1.6 Significance of the study**

The research is useful to the health sector and Ugandans as well as those that seek it to appreciate and understand the pros and challenges of the appraisal methods on staff performance the management of AAR, Bugolobi, Clinic in terms of offering efficient health services, meeting the mission which is to provide health care solutions that make a difference to life.

Better methods will be created by sectors like the MOH as they will innovate methods like an appraisal model for other universities and clinic's.

This study also helps other future researchers and the human resource department of AAR on further study findings as regards why their patients' numbers could be fluctuating over time or why their employees resort to opting for a particular way of offering their medical services.

## **1.7 Justification**

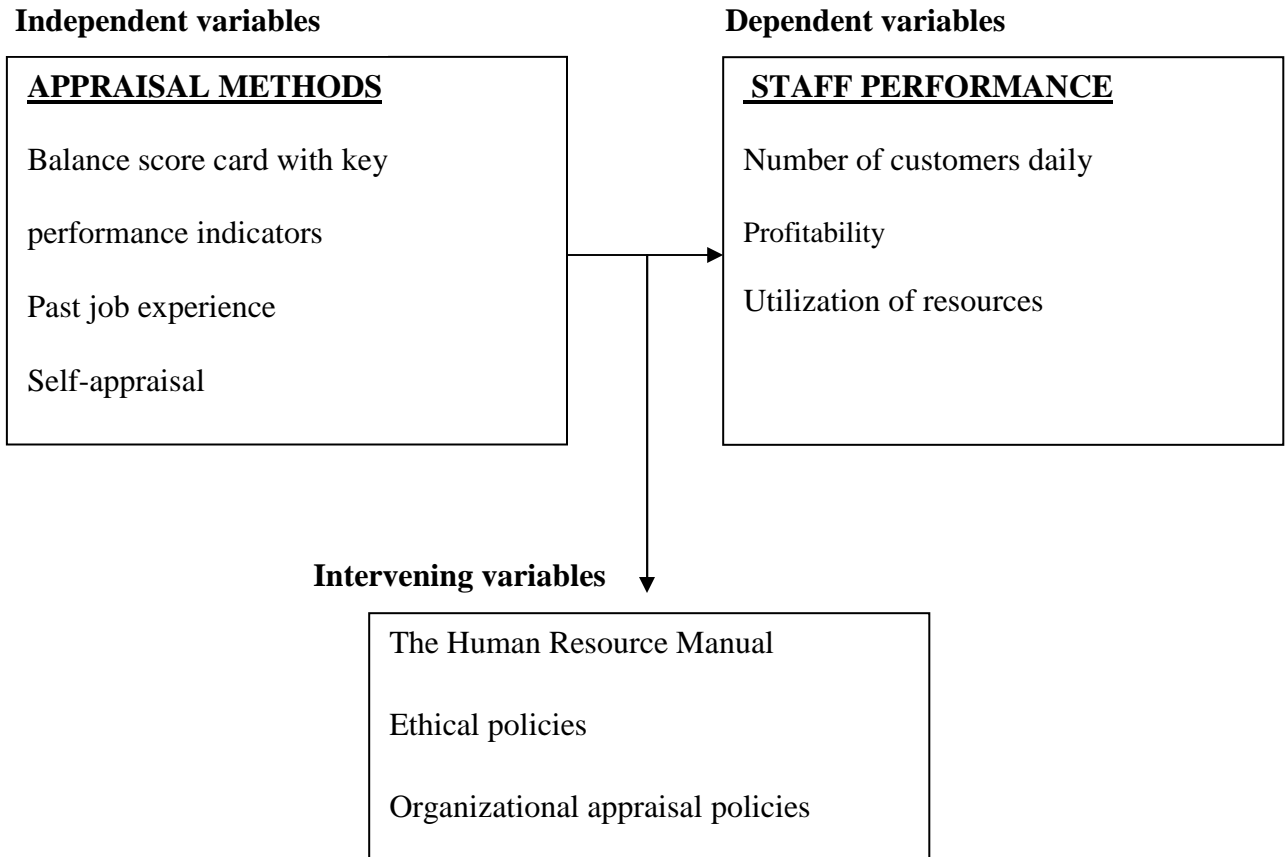
This study brought out the necessity of appraisal methods as regards staff performance in AAR, Bugolobi, Clinic and how it affects its activities in terms of health provision to the patients and correlation with other workers, mission, and vision and objectives achievement by the administration and the clinic's image as regards providing quality health services to the patients.

## **1.8 Definition of key terms**

According to Lloyd L. Byars (2004), appraisal methods or an appraisal system refers to a judgment of the value, performance or nature of somebody or something. It is an assessment or estimation of the worth value or quality of a person or thing.

Staff performance also refers to the job related activities expected of a worker and how well those activities were executed. According to the report in 2010/2012 of the ministry of health in Uganda, staff performance refers to the methods used by the employees to achieve the set out goals to accomplish in an organization.

## 1.9 Conceptual framework



Source: Adopted and modified from Komunda B.M (2006)

### 1.9.1 Independent variables

According to Komunda B.M (2006), The Independent variables are procedures presented by organizations managers to workers or staff members in order to have a constructive influence on the performance of the staff as a way of meeting organizational expectations. They also act as incentives to see that all organizational expectations are met or achieved by the staff and most of their weaknesses are cited out and addressed by management.

### 1.9.2 Dependent variables

According to Komunda B.M (2006), these are derived as an outcome of the training techniques offered or availed to the staff or workers and they include Number of customers

daily, level of profitability and the utilization of resources and this can be explained as follows, as one is evaluated according to their past experiences in other organizations to the way they managed or contributed to the level of profits or the profitability of the organization as well as maintain all organizational expectations management is able to gauge how beneficial this individual will be to the current organization or how well they can train him or her to raise the required profits needed, for self-appraisal one is able determine and gauge how well they are performing in their duties and this also relates them to their mode of utilizing the available resources, is it minimal, excessive or low as regards the expectations of management, and the balance score card with key performance indicators enables staff sustain and meet the required number of customers seen on a daily, weekly, monthly or annual basis and even one is able to find out as to why patients numbers are increasing or decreasing.

### **1.9.3 Intervening variables**

These have positive influence of the staff and their activities in organizations Komunda B.M (2006). The Human Resource Manual, ethical policies and Organizational appraisal policies provide the staff with a guideline of how to perform the different appraisal methods so as to achieve expected organizational demands.

### **1.10 Conclusion**

This chapter aims at showing how important and vital appraisal is in an organization to management and the workers as regards accomplishment of organisational objectives and carrying out all organizational expectations. It also shows how each appraisal method used by AAR, Bugolobi, Clinic facilitates its workers appraisal system in order to improve quality of health services provided.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This research is intended to assess the effects of appraisal methods on the performance of staff with emphasis to provision of health services and in this case it is AAR, Bugolobi, Clinic. The review therefore is an attempt to establish whether there is a correlation between appraisal systems as an independent variable and staff performance as a dependent variable as based on the different presented relevant theories by different authors underlying this study. This review examines the common systems of appraisal employed by AAR, Bugolobi, Clinic in order to determine the main objectives, systems of appraisal are normally intended to achieve.

#### **2.1 Theoretical framework**

Numerous theories have been created and have come up in defense of the assertion that appraisal methods or systems will have an impact on the performance of an organization. This is fronted most by behavioral scientists that have created most of these motivational theories as explained below;

According to Singh.K (2000) the relationship between HR practices and business results or organizational performance is built on a rather simple premise that better deployment and use of HR practices should correlate with higher business performance, performance of which is achievable by the personnel in the organization.

Duggan.T (2013) explains that employees have to be motivated by managers and he endeavor's to apply Adam's equity theory when conducting a company's performance appraisals. It involves balancing the assessment of an employee's contribution to his job with

the compensation and other rewards associated with his success. It also involves encouraging the weak employees in order for them not to feel left out or discouraged. Since the theory asserts that an employee will be motivated by satisfaction based on his or her perception of fairness, he asserts that, highly-paid and rewarded employees tend to be the most motivated to continue performing well on the job.

According to John Stacey Adams, the father and founder of the equity theory, describes the relationship between the perception of fairness and worker motivation. He explains that employees will value fair treatment and positive motivation and encourages managers and other business leaders to continuously put it out to their employees that through assessing how they perform one can be able to determine how much they have achieved.

According to Abraham Maslow's theory of needs theory developed in the 1940s, through the five levels of personal needs: physiological, safety, belonging, esteem and self-actualization in their hierarchical order motivate people and hence make them produce more.

The theory of positive and negative reinforcement by B.F. Skinner asserts that negative reinforcement leads to negative outcomes in terms of performance of the overall organization. As stated these show how an employee's motivation enables proper performance and thus managers have to enable to assign job responsibilities and potentials, evaluate the workers and develop an employee's competences in order to achieve administrative expectations.

A manager that evaluates the employees' allegiance, obligation, skill and eagerness, admits activities, creates a platform of trust and builds a team of employees, through encouraging them by positive support through good human resource practices like appraising them encourages the accomplishment of the organizational achievements and uplifts the relationship between managers and employees.

According to Luthans (2008), performance appraisal in America is based on production if an American employee does not do a decent job, the person may be replaced. However this is seldom trendy in Japan, Kaizen, M., Imai (1986) where staffs are more absorbed in everyone in the team being cooperative and helpful and the lower performer is straightened out in an informal setting such as over drinks or on a fishing trip and other freedom activities. He further goes on to explain that performance and appraisal systems in America are governed by managers as they try very hard to let their people know what is to be completed, when it is to be accomplished and how progress or performance will be determined. Precisely, he was apprehensive with the linkage between effort and performance that employees need to know what to expect after a given task, nevertheless this will all drive on after administration has communicated what is expected of the staff or work force.

## **2.2 Actual review**

### **2.2.1 Balance score card with key performance indicators and staff performance**

The Balance score card (BSC) is a strategy performance management tool, a semi-standard structured report, supported by design methods and automation tools that can be used by a manager to keep track of the execution of activities by the staff within their control and to monitor the consequences arising from these actions.

The critical characteristics that define a balanced scorecard are its focus on the strategic agenda of the organization concerned, the selection of a small number of data items to monitor and a mix of financial and non-financial data items. It has three generations, the 1<sup>st</sup> generation used a '4-perspective' approach, the perspectives being financial, customer, internal business processes, and learning and growth. The 2<sup>nd</sup> generation in practice ignored the fact that opportunities to intervene, to influence strategic goals are and need to be anchored in current and real management activity, while the 3<sup>rd</sup> generation refined the 2<sup>nd</sup>

generation to give more relevance and functionality to strategic objectives, Addison and Belfield (2007).

According to Harvard Business Review, (1992), the balance scorecard is a new performance measurement system that gives top management a fast but comprehensive view of the business and the staff performance. It includes financial measures that tell the results of actions already take. He further states that it also includes financial measures that tell the results of actions already taken and complements those financial measures with three sets of operational measures having to do with customer satisfaction, internal processes and the organization's ability to learn and improve the activities that drive future financial and staff performance.

(Armstrong 2009), states that this approach therefore gives a further analysis and understanding of an employee's performance. The appraisal is done by more than one person that is the worker as well as the managers therefore hindrances like bias by a particular individual are limited.

Torrington et al. 2008 writes that, frequently this method is used for workers at middle and senior level that is in this case the doctors, nurses and support staff because the complexity of their roles enables the organization to generate sufficient data from all stakeholders for a meaningful assessment.

According to Margret Carlson (1998) adds that ways that people work together are changing, while the outdated appearance of the organization maybe of a manager and his/her employees working in the same location and conferring frequently through the day, reality may be different and increasingly organizations are recognizing the gap between those responsible for evaluating an employee and the way work is actually structured in an organization (<http://www.nova.edu/ssss/QR/QR15-5/carlson.pdf>).

The balance score card with key performance indicators is mainly a way of reviewing an individual staff performance with a view to improve oneself. It is mainly carried out to improve the efficiency of the organization however it is also carried out to increase motivation of the employees, review their salary i.e. measuring the extent to which an employee is deserving of salary increase as compared with the peers, subordinates, managers and customers. The system is fairly straightforward since employees themselves gauge their performance and are also evaluated by the managers.

Based on John W. and Keith Davis philosophy writers, appraisal methods like the balance score card with key performance indicators and programs tended to emphasize worker characters, absences and skills but current assessment philosophy emphasizes present performance and future goals. It also stresses employee participation in mutually setting goals with the supervisor as this will make people work harder for goals and objectives that they have contributed in setting. For instance, employees who in goal setting for performance appraisal also show significantly better performance as the saying goes, 'if you recognize anywhere you need to go, you are further expected to get there.'

According to Alice Waagen, the balance score card with key performance indicators is essential at maintaining right and appropriate worker presentation, it is characterized as impeccable to apply to identify underperformers and remove them from the organization. 'Everybody is unlimited at providing response and it is a mortal feature,' thus it permits all administrators comprehend the team that they are working with and clearly meet their expectations.

Scott Wimer and Kenneth M. Nowack, describe the balance score card with key performance indicators to be a method that cannot operate if one has no clear purpose for it, as a manager one should understand why he or she is using it but once efficiently used with a goal then the greater the expectancy to reap results from it.

### **2.2.2 Past job performance and Staff Performance**

Past work performance or past job performance checks are one of the factors of the merit that must be assessed during a modest procedure. They comprise of an employment position from a current supervisor or equivalent.

According to Luthans (2008), Past Job Performance is the worth as well as the magnitude of workers' capabilities and magnitudes as substantiated through their actions or conducts during previous work-related undertakings. Whereas the distinguishing feature of proficiency describes what was done, the past work performance describes how well it was done. It also describes the qualitative aspects of an applicant's experience.

Past Work Performance is normally assessed though a reference check, although additional methods may include the use of a past work sample or performance review and through this managers are able to determine who best suites a particular activity. However as Past job Performance is assessed, it must be done consistently for all successful applicants it is a competition requirement that must be done for every appointment, even for applicants identified for placement to an eligibility list for example hiring a manager, one should look at possible solutions such as providing context for the situation or managing the timing of the reference request.

Past Work Performance checks are usually carried out and are the final step in the recruitment process but may be conducted earlier they can be scored with a point system or marked as a pass/fail. The types of questions a manager may ask during the past work performance check should be related to the job requirements for the position in question and as one is being asked the manager should relate to the activities being carried out as well as the expectations of the organization.

Greenberg et al (2000) recommended that data on an employee's previous performance is routinely collected as part of the performance appraisal process and thus available for use in internal selection. The author goes ahead to outline that the data collected is based on many factors some of which include; their former immediate supervisors, the subordinates, the peers and managers to assess how one related to each group so as to compare the former and the present and draw out a clear conclusion of appraisal.

According to Naukrihub (2012) performance appraisal processes are one of the central pillars of the performance management however, assessing a worker on how much they achieved in a previous assignment can have a direct impact on an organization since an employee is able to know well they are able to carry out a particular activity basing on what they have already been exposed to.

The authors go on to say that despite the fact that appraisals directly affect an individual's performance, means that the organization's performance will be an aggregate of the employees' combined present and past performances. Therefore, apart from the direct benefits to the organization, appraisals contribute to employee contentment, which in turn leads to better-quality performance.

The authors go on to provide a linkage between past employee performance appraisals and how it facilitates the achievement of organizational goals as backed by Ivancevich (2001).

This supplementary banishes any suppositions that there is no strong evidence to prove that appraisals positively impact the performance of the employees Bernardin, H.J., (2003).

According to Birungi (2006), past job performance is mainly a way of reviewing an individual's performance with a view to develop oneself. It is predominantly practiced to develop the proficiency of the organization, nevertheless it is also carried out to upturn motivation of the workers, assess their earnings for instance determining the scope to which an employee is deserving of salary increase as compared to previous job performance. It can be based on the following four components; administrative performance, functional performance, division or sectional performance, and personal/individual performance. These components affect staff performance in such a way that they generate a feedback on individual performance.

G, A., Cole. (2004) narrates that a staff member is able to gage his/her activities as to whether they are reaping positive effects as compared to what was done in the previous job on both his patients and the clinic's objectives, it identifies potential in employees and provides a platform for the other weak performers to improve in their specific fields of operation hence being a booster to improved staff efficiency and effectiveness as far as administering knowledge to their patients is concerned, as managers of the clinic's for example the Health Center managers, are able to ascertain the performance of each of their staff members and reward them according to performance as regards their production levels in the previous jobs or organizations as they also correct the weaknesses they come with.



### **2.2.3 Self-appraisal and Staff Performance**

Luthans (2008) suggests that a glaring weakness of most human resource management programs is the absence of a slightly methodical, in-built assessment. It comprises of manager's opinions and judgements about their employee's productivity, quality and quantity.

This is divided into four levels of evaluation (response, learning, behavioral change, and performance enhancement) which are continuously encouraged. The response level refers modestly to whether the people using the approach and those having it used on them like it for example if one is to evaluate how well they are performing also known as self-appraisal or self-evaluation, he or she should be able to feel comfortable using it and the results found or generated should be those that one can work upon or keep maintaining.

In addition, if this reaction evaluation is well received and there is a positive reaction to it, there is a better chance of it being used effectively and staff will be able to feel free to voice out their concerns as they relate with their leaders.

According to Herzberg's two factor theory of motivation and evaluation, he extended the work of Maslow and developed a specific content theory of work evaluation and motivation, the author conducted a widely reported motivational study on about 200 accountants and engineers employed by firms in and around Pittsburgh, Pennsylvania and responses obtained were interestingly fairly consistent he labeled the dissatisfiers as hygiene factors and labeled the satisfiers as motivators and this brought about the aspect of increasing satisfiers among workers. These were noted to have been workers who gained their motivation in terms of determining as to whether they are competent enough to have met the accounting and engineering standards of the organizations they worked for hence the and urge to carry out work from being assessed and feedback given which .

According to Luis, R., Mejia, G. and David, B., Balkin. (2002) positive reactions from individual self-assessment enable staff members ensure organizational goals, they also provide information for planning future programs as regards what one wishes to achieve in the organization, how, when and unfavorable findings can enhance the other levels of evaluation since one will involve other peers or workmates to determine if what he or she has assessed is right this can provide useful comparative data between units and across time.

The self-evaluation process also involves learning, which is especially about workers learning and understanding how to handle themselves according to their presentation. The third level is intended at behavioral and interactive adjustment, interrogations like, 'are behaviors truly being reformed and is the staff performing as expected?' The fourth and final level, performance enhancement, and is the most significant. 'Hard' procedures for example, data on capacity and quality, turnover, absenteeism, are used whenever possible to systematically evaluate the impact of evaluation on performance.

Regarding evaluation activities on workers performance, Judge (2003) explains that the intervening goal of all evaluation activities is to achieve effective person/job matches. Evaluation is the degree to which an organization's staff/workers/members contributions to the daily activities are weighed. Research clearly shows that the norm is not to conduct evaluation studies for example, in one survey it was found that 10% of organizations conduct evaluation activities, and only 24% of the existing organizations conducted either criterion-related or content evaluation studies and activities and thought it important to do so.

Primary reasons given by organizations for not conducting evaluation activities are lack of familiarity with assessment processes, and in particular self-evaluation is that employees are not sure of what their strengths or weaknesses are to the organization, workers are not well

vast with the company's requirement and also the belief that evaluation is not useful, and resource constraints.

However, any evaluation of staff performance can be and should begin with assessment of the evaluation techniques going to be used failure to do so means the organization will not know how well to determine who is doing better and as to why some are not performing to the organization's performance. As regards staff performance, laying out the agreed evaluation methods enables them plan out for schedules like job distribution, a program for the institution for example a timetable on which a worker will carry out an activity mostly if they perform them in shifts.

Greenberg et al (2000) recommended and categorized two forms of worker assessment and that is summative and constructive assessment. In summative assessment of worker achievements of each performance criterion, Greenberg (2000) argued that, the evaluator rates the worker as meeting, or not meeting division expectations. He further argues that, the constructive appraisals involve the process of gathering performance statistics, examining it and using the consequences to develop performance.

On the other hand summative appraisal is the process of using performance data to make formal written judgement about the quality of services using the quality of services criteria for worker/staff performance established by the institution. Through this workers are able to determine how much impact they have on their patients and how far they have managed to meet the organization's expectations and as a result one is able to think of better and more lucrative ideas to enhance his or her performance within the class and amongst the other staff members.

In conclusion the literature review provides an insight on the balance score card, past job performance and self-evaluation appraisal systems. The researcher however recognizes that these are not the only appraisal systems applied in organizations today and thus further research can be done on the effect of other appraisal systems like Management by objectives, ratings scale approach and behavioral and performance linked appraisal systems.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

In order to find out how appraisal methods do affect staff performance at AAR, Bugolobi, Clinic which in this case is the problem, quantitative and qualitative information was used since this research involves description thus feelings and insights are considered important as stated by Oradho ND Kombo (2002).

This chapter presents a detailed description of the research methodology that was used in carrying out the study. It clearly describes the design methods and techniques that were used in carrying out research Such as; research design, study population, research sample size and sampling procedures, data collection methods and instruments, validity and reliability of measuring procedures, data analysis techniques, ethical considerations, and anticipated limitations of the research study.

A case study which as referred to as a single case study design by Creswell (2006) was used because it brings out an in depth of the organization or a group of people, it also shows the researcher how things were before and how they are now, thus the study was conducted at AAR, Bugolobi, Clinic .

#### **3.1 Research Design**

The study involved evaluation of the effect of appraisal methods on staff performance in AAR, Bugolobi, Clinic. The researcher used a case study design and this included analyses of persons, events, decisions, periods, projects, policies or other systems at the clinic. It will also be an instance of a class of phenomena that provides an analytical frame within which the

study was conducted and which the case illuminates and explicates. According to J. Creswell, data collection in a case study occurs over a sustained period of time.

### **3.2 Area of the study**

The researcher focused on AAR, Bugolobi, Clinic plot 10, Solent Avenue, 5<sup>th</sup> street, Kampala Uganda. It is one of the 9 branches of the head office clinic located at upper Kololo which oversees the activities of the other clinics.

### **3.3 Study Population**

According to William (2005), a study population is a group of individuals taken from the general population who share a common characteristic. The researcher's population study in AAR, Bugolobi, Clinic was 25 staff members which was heterogeneous in nature that is consisting of both males and females.

This information was derived from the Human Resource Department of AAR, Bugolobi, Clinic as well as the head office located at upper Kololo. However at this clinic the staff comprised of two groups the temporary workers and the permanent workers and this is indicated in the appointment letter as to whether one is a temporary worker and this individual at AAR Bugolobi, Clinic is one where he or she is expected to remain in a position for a certain period of time while a permanent worker is one who has been hired for the position without a pre-determined time limit.

### **3.4 Sampling Procedures**

#### **3.4.1 Sample size**

The researcher targeted the total population (25) workers of AAR, Bugolobi, Clinic since it was a small number and this gave a better and wider view of analysis of the appraisal activities carried out and the workers' reactions thus no sampling was done.

### **3.5 Data Sources**

The researcher used several sources of data and these included both secondary and primary data sources. The research was carried out using the information records from the Human Resource manager, AAR Clinic Bugolobi, journals, text books, newspapers and the internet.

#### **3.5.1 Primary sources**

For primary sources, data was obtained from original sources such as structured questionnaires, interviews with 'Key informant members', workers of different departments, coordinators, Health Center managers who are involved in the appraisal process these have immediate information about the clinic's activities.

This was advantageous in such a way that the researcher was able to get first-hand information as regards the topic at hand and interaction with the correspondents was regular.

#### **3.5.2 Secondary Sources**

For secondary sources, this data was collected from relevant materials related to the variables under investigation such as dissertations of those that researched about this topic, textbooks, the internet, the records of performance in AAR, Bugolobi, Clinic like the audited health performance records, other clinic publications and many others found necessary these

provided a wider view and comparison with other branches and even provided knowledge to this research.

These secondary data sources provided a vast basis and backed up the primary data collected as regards the other findings by other scholars who helped the researcher clearly understand the research that was carried out.

### **3.6 Data Collection Instruments**

This research was precisely carried out using questionnaires which were answered by different staff appraisal method users, it was a question answer form as attached to this proposal, interviews with 'Key informant members' different departmental heads like the head nurse who acts as the office administrators, Health Center managers, the Head Doctor, the Head pharmacist and the Head of Laboratory who are involved in the appraisal process these have immediate information about the clinic's activities, document reviews like audited health performance records.

The questionnaires (paper-pen questionnaires) were filled in by the staff while responding to the questionnaires regarding controversial issues in particular how they relate and feel about the appraisal systems carried out by the Clinic. These helped the researcher cover a number of the population and interact with the staff members since they are literate.

Questions were prepared in advance, and they were clear, understandable and directed towards research questions and objectives with a clear explanation of each appraisal method in order for the respondents to understand what they were answering. Some questions were closed ended and required ticking of appropriate response by respondents while others involved one clearly explaining as to how, their thoughts on the methods and the benefits of the appraisal system in AAR, Bugolobi, Clinic.



Interviewing, involved questioning or discussing issues with people. Interviews were carried out on the Health Center managers on a face to face basis. This was very important because it helped in collecting data which could probably not be accessible using techniques such as questionnaires since facial reactions, emotions and opinions could be seen.

### **3.7 Quality Assurance**

#### **3.7.1 Data validity**

Data validity is the truthfulness in data. The validity was also proved by using the cumulative validation where the study was validated by finding out whether the research findings were supported by other studies.

According to Rob Davis PE (2014), data validity is the correctness and reasonableness of data. This can be ensured by using the date, the originality of the figures and corresponding data entries.

Validity is when the research instruments will measure accurately what is supposed to be measured. To ensure validity, the research instruments were checked to ensure that they tallied with the objectives of the research and as to whether the methods picked out under the objectives were practiced within the Clinic.

#### **3.7.2 Data reliability**

Data reliability is the consistence of data. It is a state that exists when data sufficiently complete and error free to be convincing for its purpose of context. Reliability of an instrument is the ability to measure the consistency of what is supposed to be measured and also meet other tests of evidence.

As regards reliability the research tools were given to different workers to determine as to whether each appraisal method met the demands of the organization and those with similar views gave the researcher the impression that they were effective and those that didn't also gave an impression of being ineffective as regards staff performance and meeting the clinic's objectives.

### **3.8 Data analysis and presentation**

The researcher used both qualitative and quantitative methods when analyzing data. Under quantitative analysis, content analysis was used because it contained information both written and recorded. The data collected from questionnaires was categorized and tabulated according to the hypotheses.

In an attempt to analyze the data both inferential and descriptive analyses become important for making research judgments on the data collected for meaningful conclusions and recommendations.

### **3.9 Ethical Issues**

As research was carried out, there were a number of ethical considerations while carrying out the research and they include:

Getting clear authorization from the supervisor to carry out the research; this made sure that as the research was carried out all activities were being monitored by the supervisor and guided accordingly.

Getting permission from the respondents; this ensured that their participation to the study is out of their own will.

Getting an introductory letter from the dean of the faculty as evidence that this research is for only staff purposes.

The researcher made sure that the respondents are aware of the objectives and intentions of the research.

No money was paid for any information.

### **3.10 Study Limitations**

The researcher met the following limitations as showed below;

There was difficulty in setting up appointments with those who were providing the information since most of the identified workers were in and out of their offices.

The researcher also encountered a problem of the staff members being too busy to volunteer help since they were always caught up with carrying out their staff activities like carrying out workers, attending meetings and organizing work for the patients.

The limited number in respondents since they are 25 staff in AAR, Bugolobi, Clinic branch the ability to track the full time workers was quite hectic since most of the staff rotate around the different branches and this made information scanty and hard to attain.

Attaining some of the information which was vital to the research was quite difficult as most of the workers feared that it would be used against them once they shared it.

Lack of interest by some of the respondents for example some of the workers were quite biased about the appraisal systems and did not cooperate as regards answering the questionnaires hence limiting information.

### **3.11 Conclusion**

This chapter provides information on how all the relevant data was gathered that was used by the researcher and other methods that were also used as well as the hindrances incurred as the research was carried out.

## **CHAPTER FOUR**

### **PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS**

#### **4.0 Introduction**

This chapter seeks to provide detailed research findings and interpretation from the questionnaires collected on the effect of appraisal methods on staff performance at AAR, Bugolobi, Clinic. The chapter presents the background information of respondents, presentation and discussion of the research findings according to the research objectives and the conclusion. The data was analyzed using SPSS computer package.

The analysis however was done with the following objectives as a guide;

- To establish the effect of balance score card with key performance indicators appraisal method on staff performance in AAR, Bugolobi, Clinic.
- To determine the effects of past job experience on staff performance in AAR, Bugolobi, Clinic.
- To establish the relationship between self-appraisal and staff performance in AAR, Bugolobi, Clinic.

#### **4.1 Background information of the respondents**

- Out of the 25 questionnaires that were handed to the respondents all were fully answered according to the questions given to them covering 100% of the population at AAR, Bugolobi, Clinic.

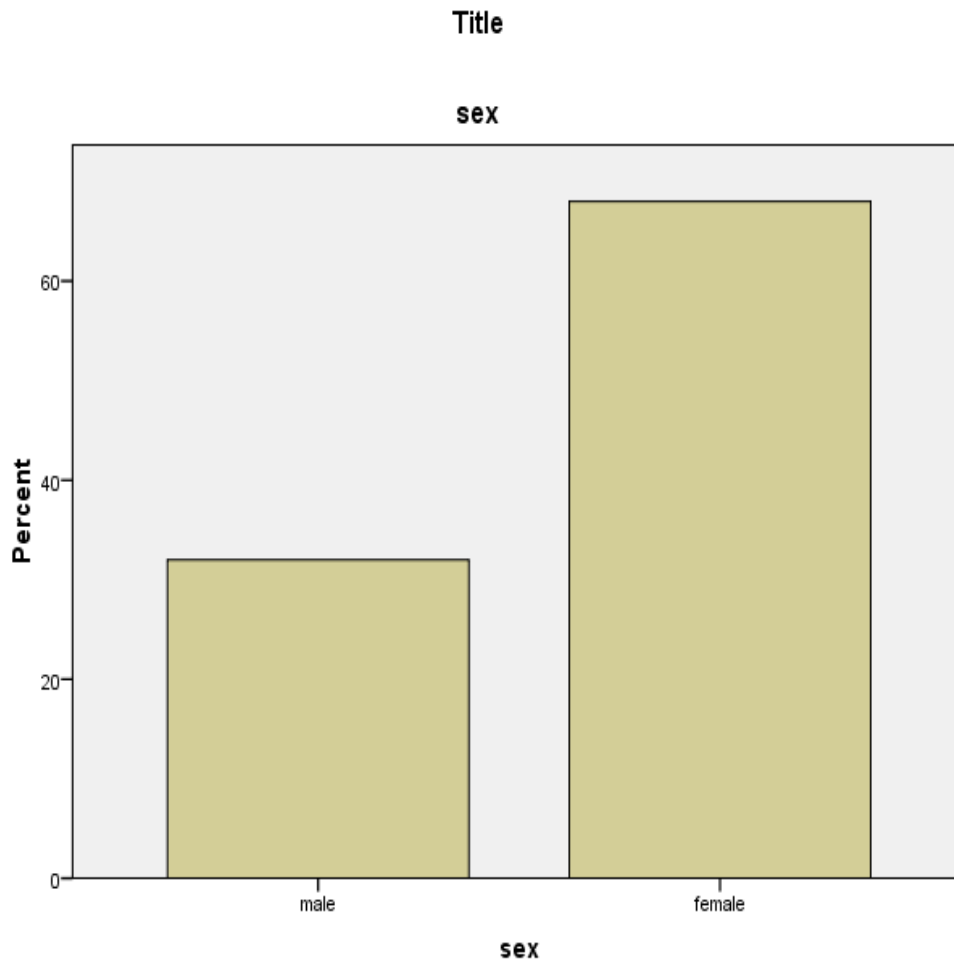
## 4.2 Sex distribution of respondents

**Table 4.1: Sex distribution of respondents**

		sex			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	8	32.0	32.0	32.0
	female	17	68.0	68.0	100.0
	Total	25	100.0	100.0	

**Source: Primary Data 2015**

**Figure 4.1: Sex distribution of respondents**



**Source: Primary Data 2015**

Figure 4.1 above shows that the majority of 68.0% of the respondents were female while the minority of 32.0% were male. This suggests that the staff appraisal methods at AAR, Bugolobi, Clinic appeal to both the male and female and are not segregative to the gender of employees. It also indicates that the degree of responsiveness was higher among the female than the male respondents.

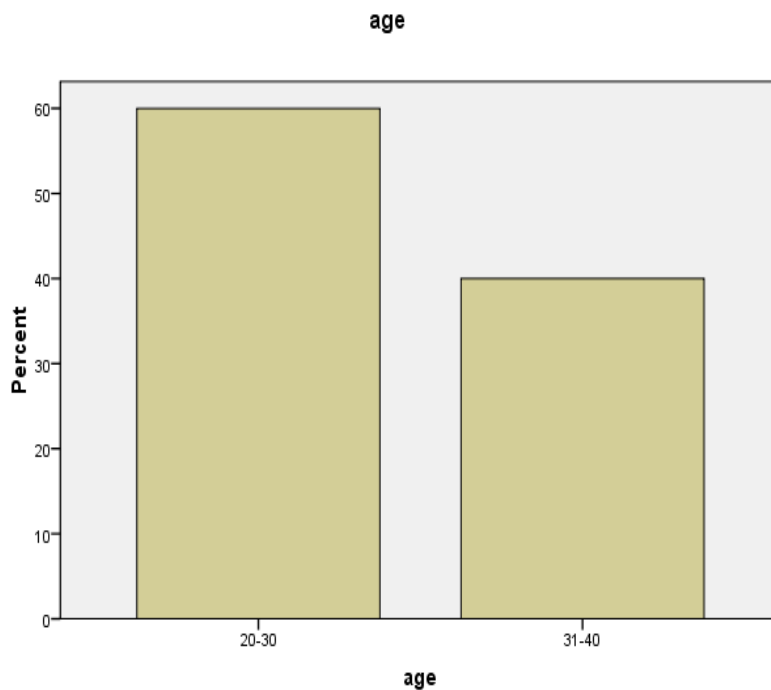
### 4.3 Age of respondents

**Table 4.2: Age of the respondents**

		age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	15	60.0	60.0	60.0
	31-40	10	40.0	40.0	100.0
Total		25	100.0	100.0	

Source: Primary Data 2015

**Figure 4.2: Age of the respondents**



Source: Primary Data 2015

From the table above, majority of the staff at the clinic are between 20-30 shown by 60.0% who constitute of mainly youth that are very industrious and hardworking with fresh skills attained from school making them take up more posts at the clinic to enable it attain its organizational goal however the other age group constituted of those between 31-40 who were 40.0% and these assist in running the programmes of the clinic and guide the new team members and most of them hold high ranking posts at AAR like the Head nurse, Head Doctor etc.

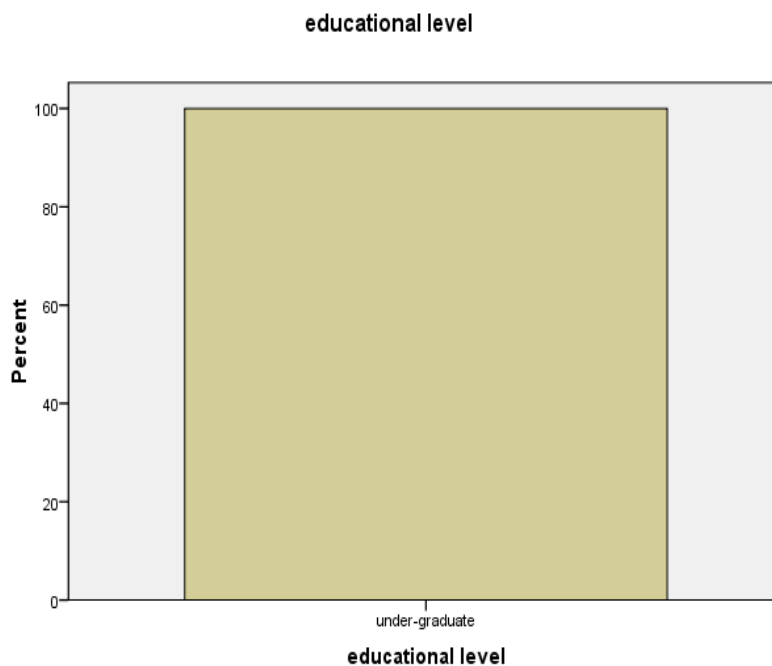
#### 4.4 Educational level of respondents

**Table 4.3: Educational level of respondents**

educational level				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid under-graduate	25	100.0	100.0	100.0

Source: Primary Data 2015

**Figure 4.3: Education level of respondents**



Source: Primary Data 2015



All the workers or staff at AAR, Bugolobi, Clinic are under-graduates because there is no other higher post that entails them to aim for anything higher than an under-graduate degree thus majority resort to the position of an under-graduate.

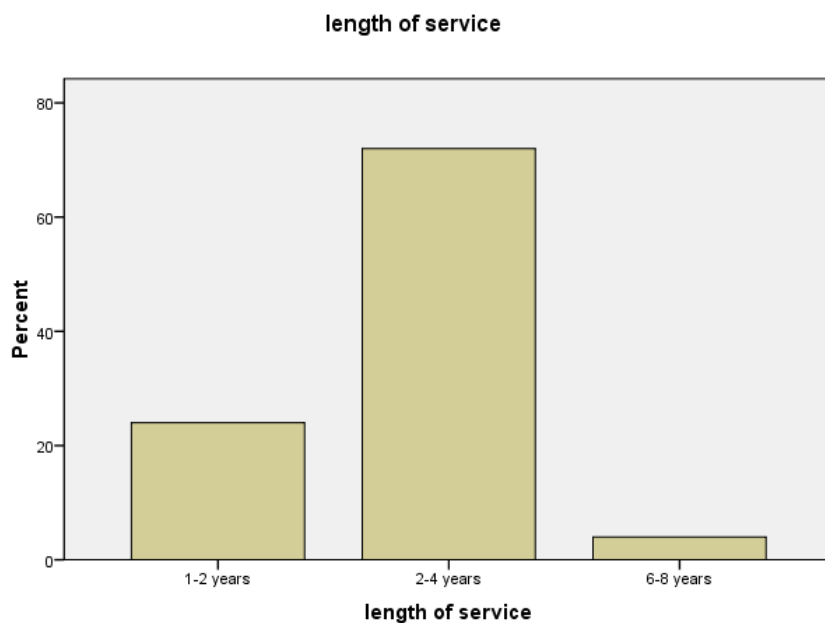
**4.5 Numbers of years respondents have as served as employees of AAR, Bugolobi, Clinic**

**Table 4.4: number of years respondents have as served as employees of AAR, Bugolobi, Clinic**

		length of service			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-2 years	6	24.0	24.0	24.0
	2-4 years	18	72.0	72.0	96.0
	6-8 years	1	4.0	4.0	100.0
Total		25	100.0	100.0	

Source: Primary Data 2015

**Figure 4.4: number of years respondents have as served as employees of AAR, Bugolobi, Clinic**



Source: Primary Data 2015

According to the figure shown above majority who make 72.0% of the staff population have been at AAR Bugolobi Clinic for 2-4 years and as the researcher gathered information she found out that this is because majority of those that serve for long are taken to the head office at Kololo while those between 1-2 years made up 24.0% of the respondents and the least being 6-8years who are mainly the strategic workers who oversee the others and guide them in carrying out appraisal methods in order to meet the clinic’s expectations.

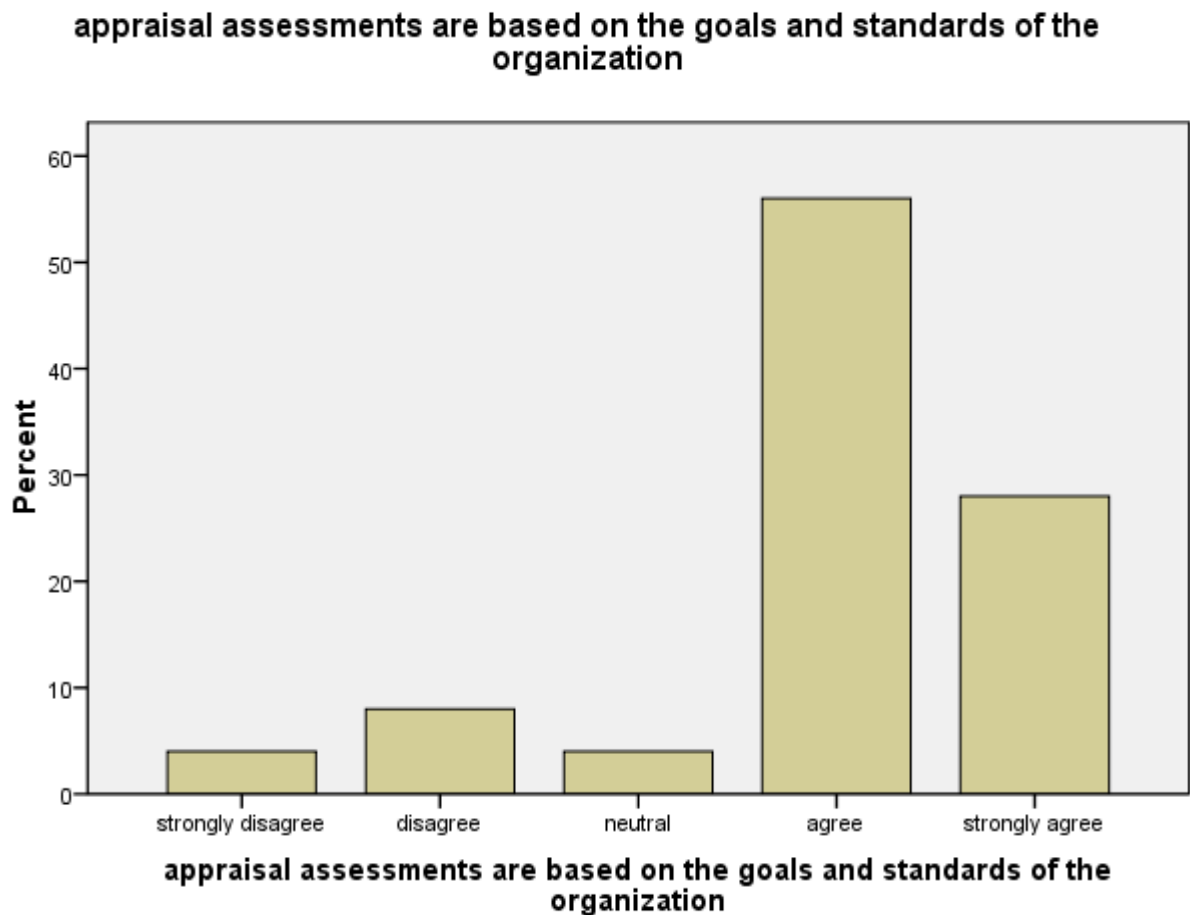
#### 4.6 Appraisal assessments are based on the goals and standards of the organization

**Table 4.5: Appraisal assessments are based on the goals and standards of the organization**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	1	4.0	4.0	4.0
disagree	2	8.0	8.0	12.0
neutral	1	4.0	4.0	16.0
Agree	14	56.0	56.0	72.0
strongly agree	7	28.0	28.0	100.0
Total	25	100.0	100.0	

**Source: Primary Data 2015**

**Figure 4.5: Appraisal assessments are based on the goals and standards of the organization**



**Source: Primary Data 2015**

As shown above in the figure, 56.0% agree that appraisal assessments are based on the goals and standards of the organization so as to have a sole purpose of carrying out the process and it also gives the workers an aim to set their activities at, while 28.0% strongly agree to this and this showed that the clinic sets its appraisal assessments based on their set goals however, 8.0% disagree, and 4.0% both strongly disagree and are neutral.

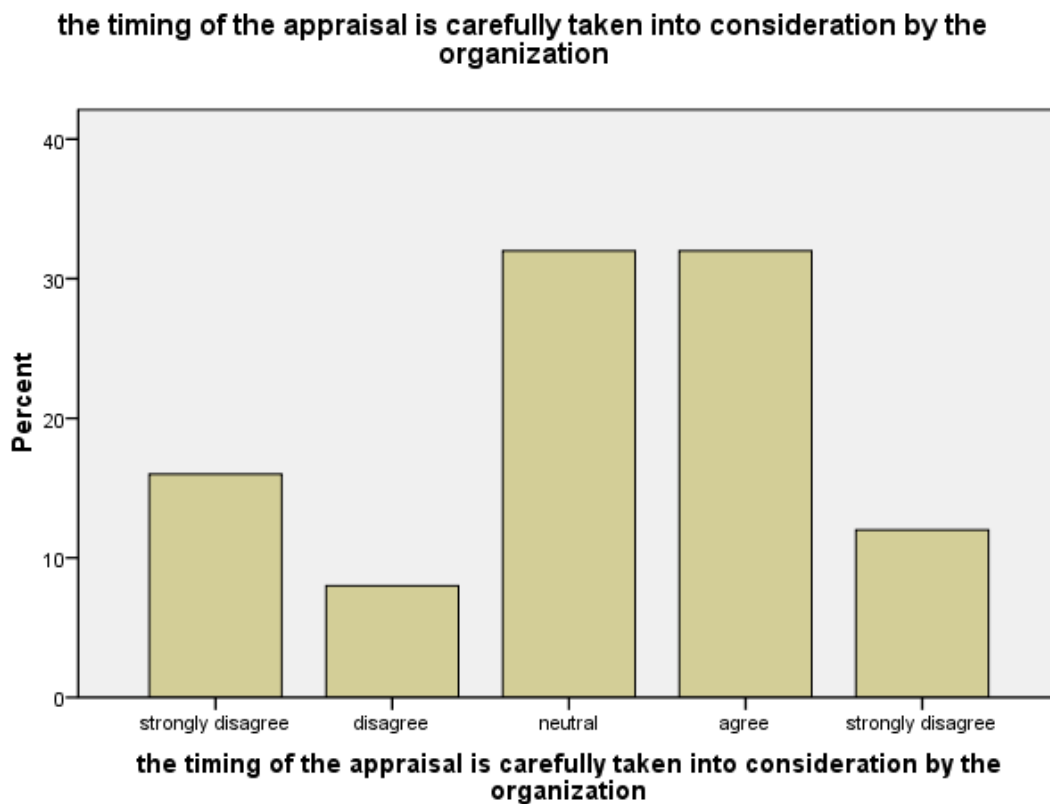
**4.7 The timing of the appraisal is carefully taken into consideration by the organization**

**Table 4.6: The timing of the appraisal is carefully taken into consideration by the organization**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	4	16.0	16.0	16.0
	disagree	2	8.0	8.0	24.0
	neutral	8	32.0	32.0	56.0
	Agree	8	32.0	32.0	88.0
	strongly disagree	3	12.0	12.0	100.0
	Total	25	100.0	100.0	

Source: Primary Data 2015

**Figure 4.6: The timing of the appraisal is carefully taken into consideration by the organization**



Source: Primary Data 2015

According to the figure above, 32.0% of the staff agree and are neutral as regards the timing for the appraisal to take place which is done on a quarterly basis as illustrated below in the other questions answered while 16.0% strongly disagree since they came up with reasons such as at times it is necessary to evaluate the workers mostly in times of promotion or urgent recruitment. 12.0% and 8.0% of the respondents strongly disagree and disagree respectively.

#### **4.8 The organization carries out pay increases or employment promotions on an annual basis**

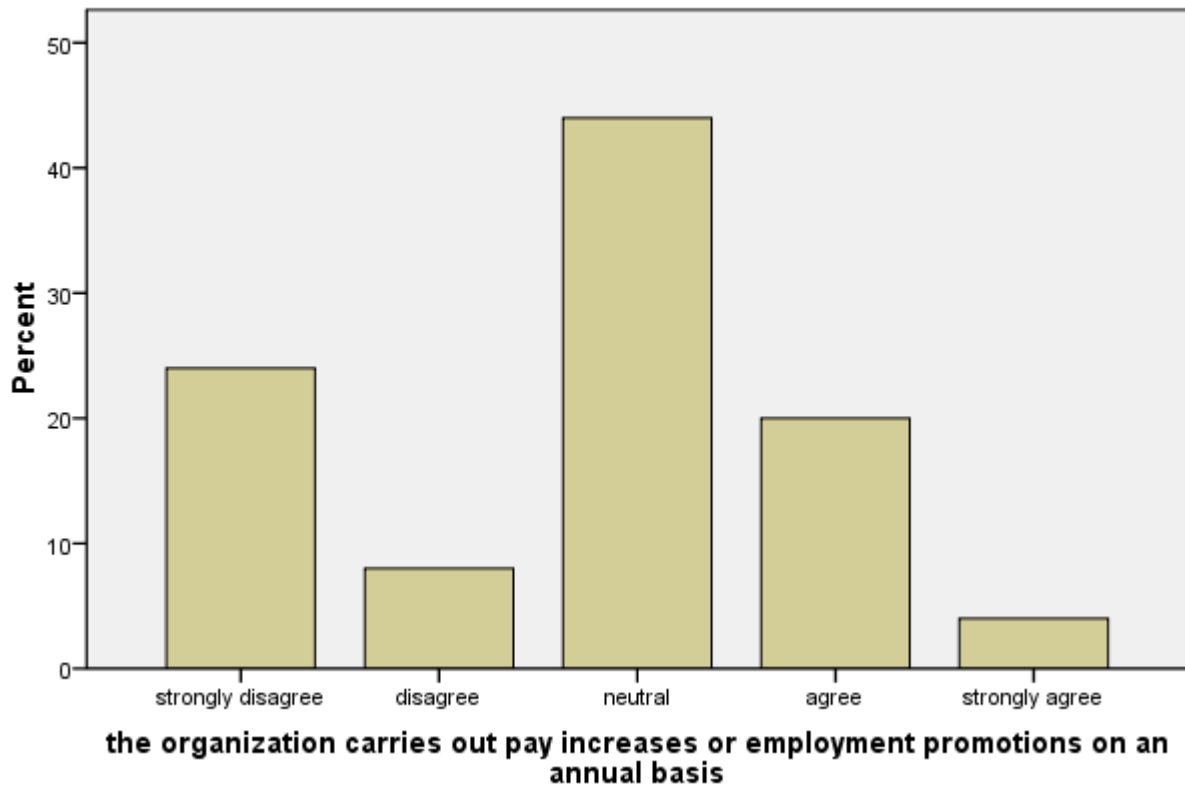
**Table 4.7: The organization carries out pay increases or employment promotions on an annual basis**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	6	24.0	24.0	24.0
disagree	2	8.0	8.0	32.0
neutral	11	44.0	44.0	76.0
Agree	5	20.0	20.0	96.0
strongly agree	1	4.0	4.0	100.0
Total	25	100.0	100.0	

**Source: Primary Data 2015**

**Figure 4.7: The organization carries out pay increases or employment promotions on an annual basis**

**the organization carries out pay increases or employment promotions on an annual basis**



**Source: Primary Data 2015**

As shown above 44.0% of the respondents were neutral about the clinic management carrying out pay increases or employment promotions on annual basis however, 24.0% and 20.0% strongly disagreed and agreed to this respectively and as the researcher found out that this was so because of the few profits and low numbers of customers at this branch. However, 8.0% and 4.0% disagreed and strongly agreed respectively.

**4.9 Employees expect salary increments especially when they have achieved the expectations of the key performance indicators**

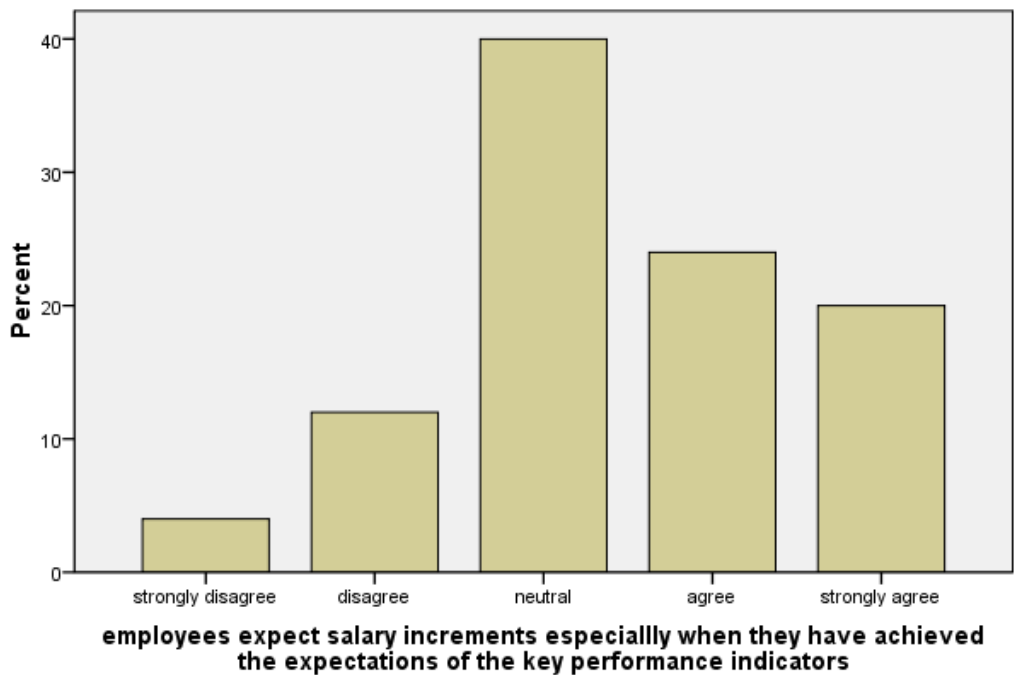
**Table 4.8: Employees expect salary increments especially when they have achieved the expectations of the key performance indicators**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	1	4.0	4.0	4.0
disagree	3	12.0	12.0	16.0
neutral	10	40.0	40.0	56.0
Agree	6	24.0	24.0	80.0
strongly agree	5	20.0	20.0	100.0
Total	25	100.0	100.0	

Source: Primary Data 2015

**Figure 4.8: Employees expect salary increments especially when they have achieved the expectations of the key performance indicators**

**employees expect salary increments especially when they have achieved the expectations of the key performance indicators**



Source: Primary Data 2015

As shown above 40.0% of the respondents were neutral about expecting salary increments when they have achieved the expectations of the key performance indicators, however 24.0% agree to this because they claim that it is indicated in their appointment letters as an incentive to encourage efficient performance though 20.0% strongly agree and 12% disagree with a minority of 4% who strongly disagree to this.

#### **4.10 The organization continuously provides feedback and counseling to employees**

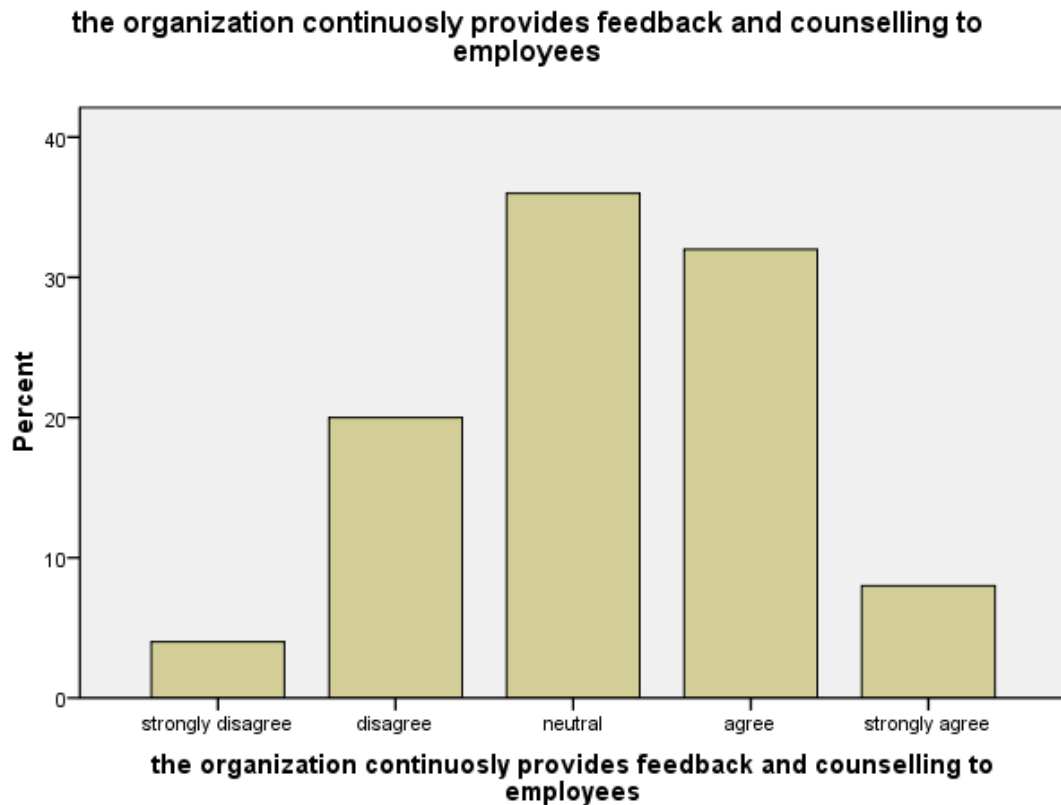
**Table 4.9: The organization continuously provides feedback and counseling to employees**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	1	4.0	4.0	4.0
disagree	5	20.0	20.0	24.0
neutral	9	36.0	36.0	60.0
Agree	8	32.0	32.0	92.0
strongly agree	2	8.0	8.0	100.0
Total	25	100.0	100.0	

**Source: Primary Data 2015**



**Figure 4.9: The organization continuously provides feedback and counseling to employees**



**Source: Primary Data 2015**

As shown above, 36.0% of the respondents were neutral about the organization continuously providing feedback and counseling to employees however 32.0% agreed to this and it is normally carried out by the Human Resource Manager at the head office, 20.0% disagreed to this claiming that most of the appraisal forms are not returned and well explained to them. 8.0% and 4.0% responded as strongly agree and strongly disagree respectively to the feedback and counseling by the management of AAR, Bugolobi, Clinic.

**4.11 The organization conducts reviews/appraisals new employees more frequently than old ones**

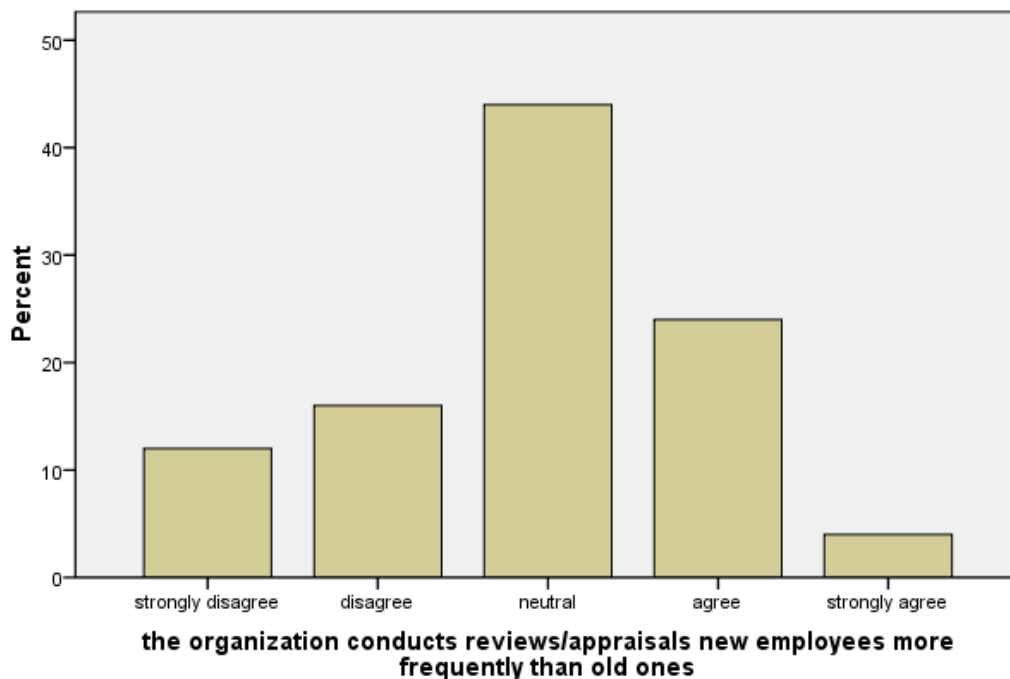
**Table 4.10: The organization conducts reviews/appraisals new employees more frequently than old ones**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	3	12.0	12.0	12.0
disagree	4	16.0	16.0	28.0
neutral	11	44.0	44.0	72.0
Agree	6	24.0	24.0	96.0
strongly agree	1	4.0	4.0	100.0
Total	25	100.0	100.0	

Source: Primary Data 2015

**Figure 4.10: The organization conducts reviews/appraisals new employees more frequently than old ones**

the organization conducts reviews/appraisals new employees more frequently than old ones



Source: Primary Data 2015

The results as shown above illustrate that 44.0% of the respondents are neutral about the organization conducting reviews/appraisals on new employees more frequently than old ones, 24.0% agree to this on the basis that they need to guide them to meet the required expectations of the organization as compared to the old ones who are well vast with them. However, 16.0% did not agree to this and 12.0% strongly disagreed as they explained to the researcher that they are made to learn from the old workers and are appraised as often as they are while 4.0% strongly agreed.

**4.12 Supervisors keep track of one's performance all period round, and take note of critical incidents upon which your appraisal will be based**

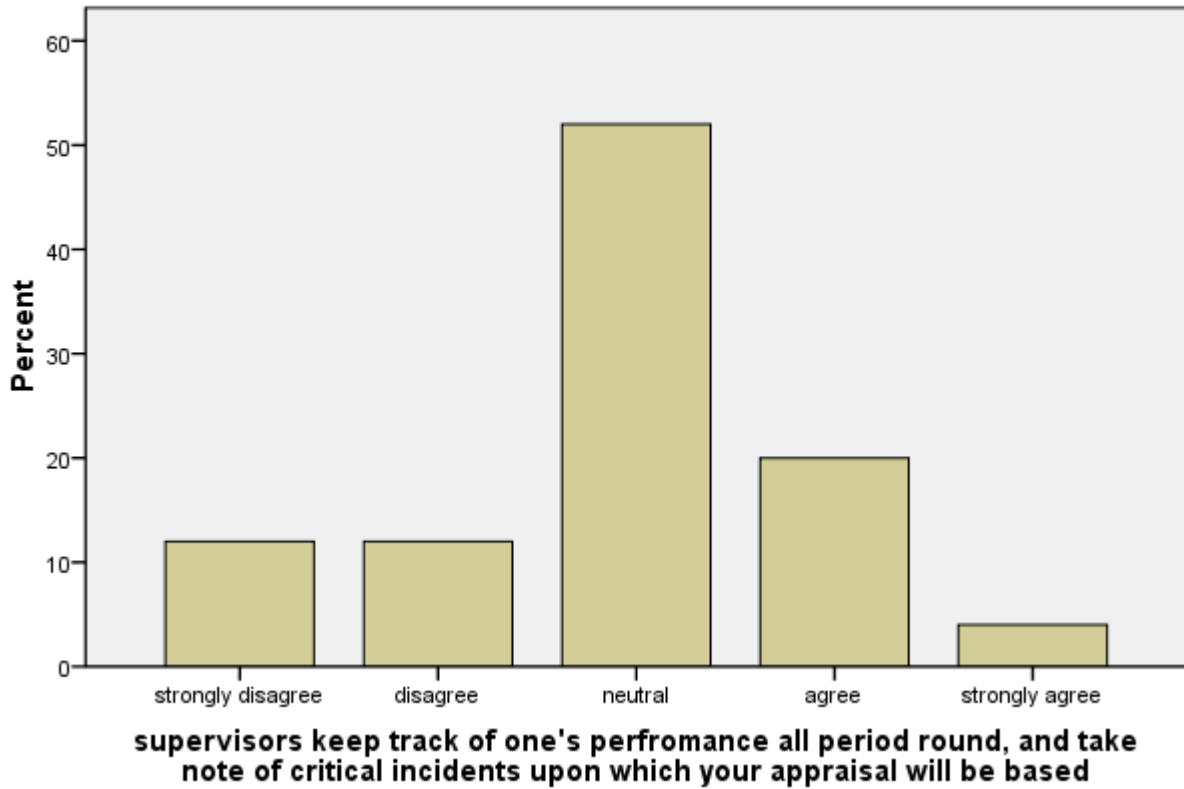
**Table 4.11: Supervisors keep track of one's performance all period round, and take note of critical incidents upon which your appraisal will be based**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	3	12.0	12.0	12.0
disagree	3	12.0	12.0	24.0
neutral	13	52.0	52.0	76.0
Agree	5	20.0	20.0	96.0
strongly agree	1	4.0	4.0	100.0
Total	25	100.0	100.0	

**Source: Primary Data 2015**

**Figure 4.11: Supervisors keep track of one's performance all period round, and take note of critical incidents upon which your appraisal will be based**

**supervisors keep track of one's performance all period round, and take note of critical incidents upon which your appraisal will be based**



Source: Primary Data 2015

**4.13 The balance scorecard reveals problems that maybe restricting employees progress and hindering their efficiency in the organization**

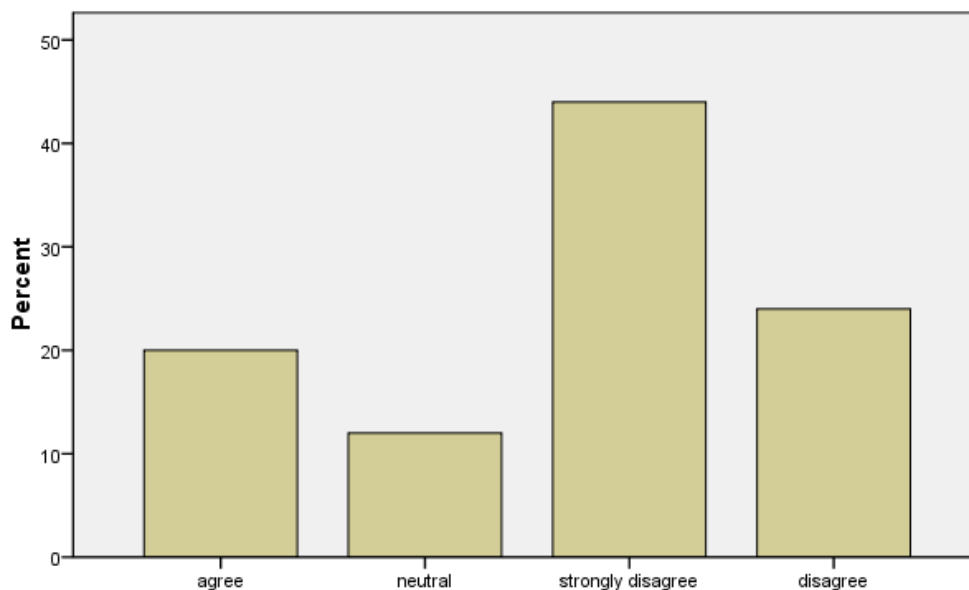
**Table 4.12: The balance scorecard reveals problems that maybe restricting employees progress and hindering their efficiency in the organization**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	5	20.0	20.0	20.0
neutral	3	12.0	12.0	32.0
strongly disagree	11	44.0	44.0	76.0
disagree	6	24.0	24.0	100.0
Total	25	100.0	100.0	

**Source: Primary Data 2015**

**Figure 4.12: The balance scorecard reveals problems that maybe restricting employees progress and hindering their efficiency in the organization**

**the balance scorecard reveals problems that maybe restricting employees progress and hindering their efficiency in the organization**



**the balance scorecard reveals problems that maybe restricting employees progress and hindering their efficiency in the organization**

**Source: Primary Data 2015**

As shown above the collected results show that 44.0% of the respondents strongly disagreed and 24.0% disagreed to the balance scorecard revealing the problems that maybe restricting employees progress and hindering their efficiency in the organization as they explained that it does not fully cover all the affairs of the clinic but rather a portion of them. However, 20.0% and 12.0% strongly agreed and agreed respectively to this while 24.0% were neutral about the balance score card’s effect on the progress and efficiency of the workers.

**PAST JOB EXPERIENCE METHOD:**

**4.14 The organization gathers all possible feedback about an individual from all past angles in which one conducted his job i.e. former peers, subordinates, managers, customers and supervisors**

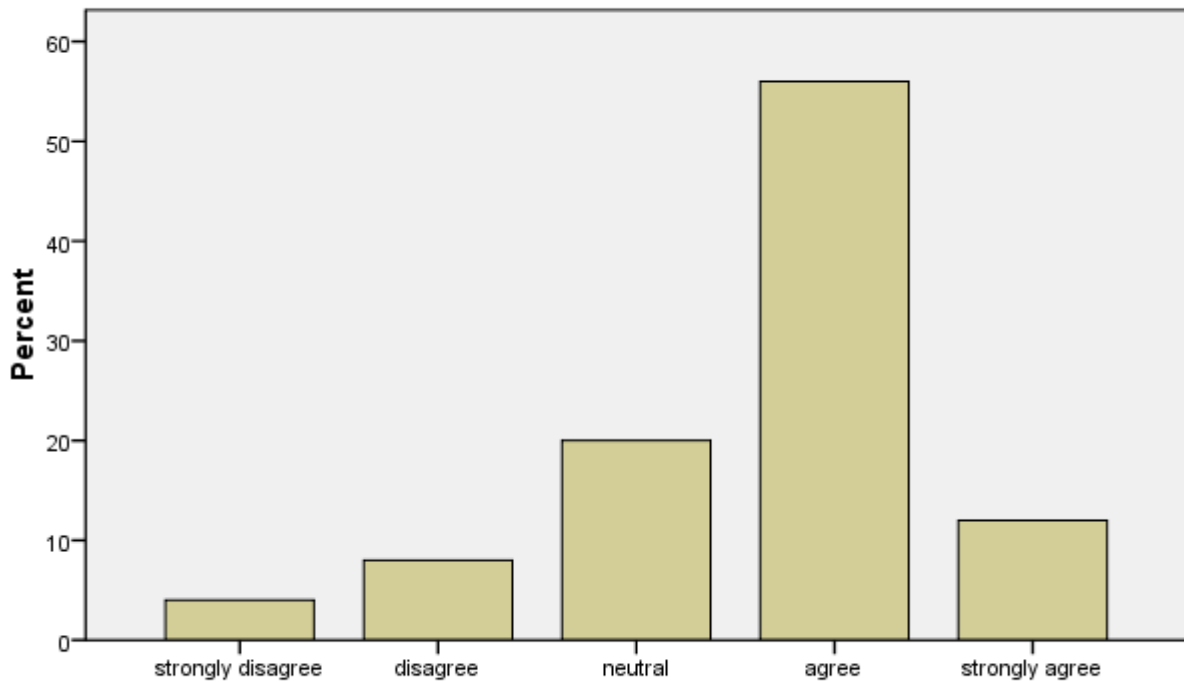
**Table 4.13: The organization gathers all possible feedback about an individual from all past angles in which one conducted his job i.e. former peers, subordinates, managers, customers and supervisors**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	1	4.0	4.0	4.0
disagree	2	8.0	8.0	12.0
neutral	5	20.0	20.0	32.0
Agree	14	56.0	56.0	88.0
strongly agree	3	12.0	12.0	100.0
Total	25	100.0	100.0	

**Source: Primary Data 2015**

**Figure 4.13: The organization gathers all possible feedback about an individual from all past angles in which one conducted his job i.e. former peers, subordinates, managers, customers and supervisors**

**the organization gathers all possible feedback about an individual from all past angles in which one conducted his job i.e. former peers, subordinates, managers, customers and supervisors**



**the organization gathers all possible feedback about an individual from all past angles in which one conducted his job i.e. former peers, subordinates, managers, customers and supervisors**

**Source: Primary Data 2015**

56.0% and 12.0% as shown above in figure 4.13, agreed and strongly agreed respectively that the organization gathers all possible feedback about the individual from all past angles even when recruiting them so as to avoid employing incompetent workers that can hinder the clinic’s activities, however 8.0% and 4.0% disagreed and strongly disagreed respectively while 20.0% were neutral.

**4.15 The more the sources of past appraisal information (many raters) i.e. subordinates, managers, supervisors, peers and customers the higher the chances of having an honest appraisal process**

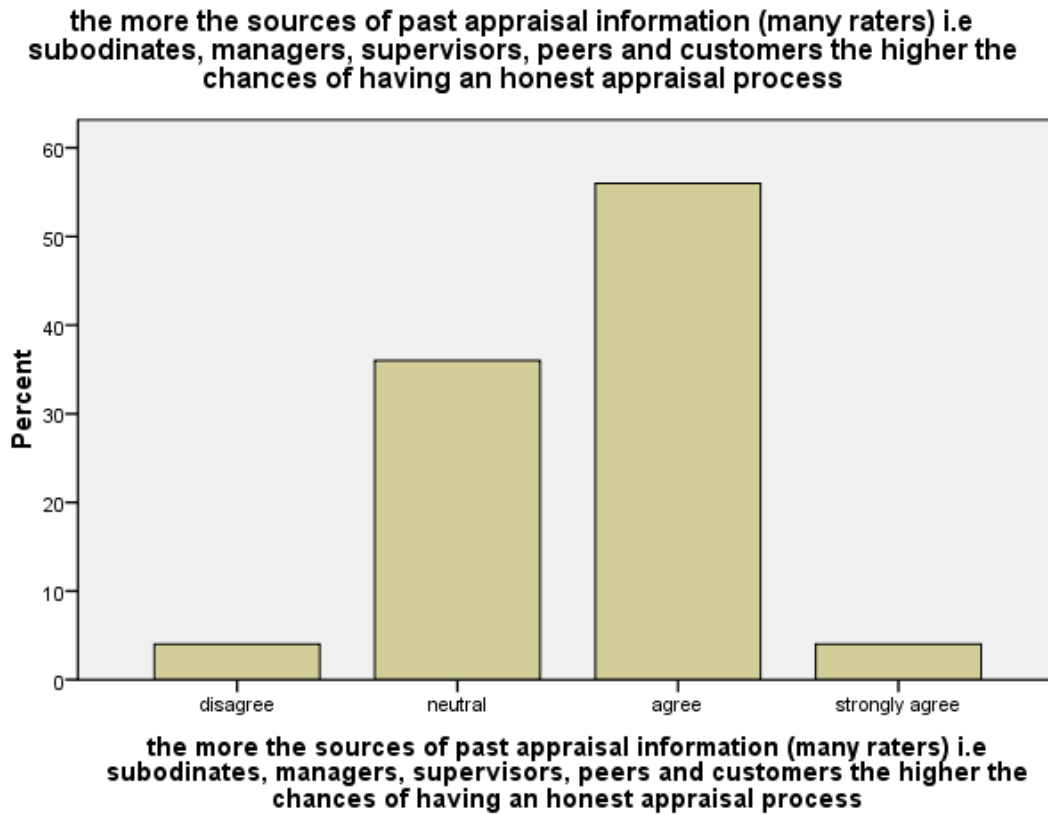
**Table 4.14: The more the sources of past appraisal information (many raters) i.e. subordinates, managers, supervisors, peers and customers the higher the chances of having an honest appraisal process**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	1	4.0	4.0	4.0
neutral	9	36.0	36.0	40.0
Agree	14	56.0	56.0	96.0
strongly agree	1	4.0	4.0	100.0
Total	25	100.0	100.0	

**Source: Primary Data 2015**



**Figure 4.14: The more the sources of past appraisal information (many raters) i.e. subordinates, managers, supervisors, peers and customers the higher the chances of having an honest appraisal process**



**Source: Primary Data 2015**

As shown above, 56.0% and 4.0% agree and strongly agree respectively that the more the sources of past appraisal information the higher the chances of honest appraisal because management has a record of one's strengths and weaknesses which act as a basis while 4.0% disagreed to this and 36.0% were neutral.

**4.16 The reviews got from the former work place are used in the clinic and are a good source of appraisal information**

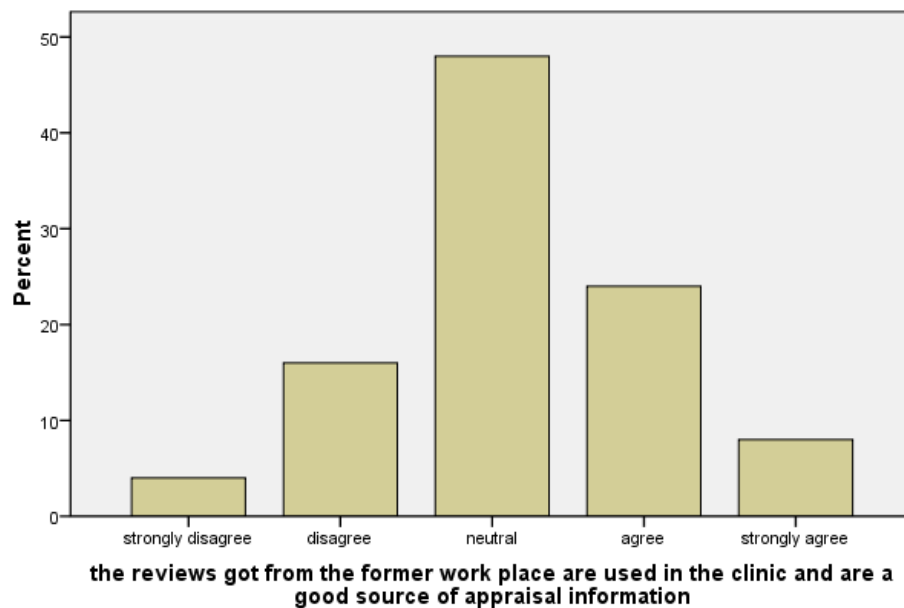
**Table 4.15: The reviews got from the former work place are used in the clinic and are a good source of appraisal information**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	1	4.0	4.0	4.0
disagree	4	16.0	16.0	20.0
neutral	12	48.0	48.0	68.0
Agree	6	24.0	24.0	92.0
strongly agree	2	8.0	8.0	100.0
Total	25	100.0	100.0	

Source: Primary Data 2015

**Figure 4.15: The reviews got from the former work place are used in the clinic and are a good source of appraisal information**

the reviews got from the former work place are used in the clinic and are a good source of appraisal information



Source: Primary Data 2015

As shown above, 48.0% of the respondents were neutral, whereas 24.0% and 8.0% agreed and strongly agreed respectively since it provides a platform for both the manager and workers to determine how they are to achieve and maintain the set out goals while 16.0% and 4.0% strongly disagreed and disagreed respectively to that.

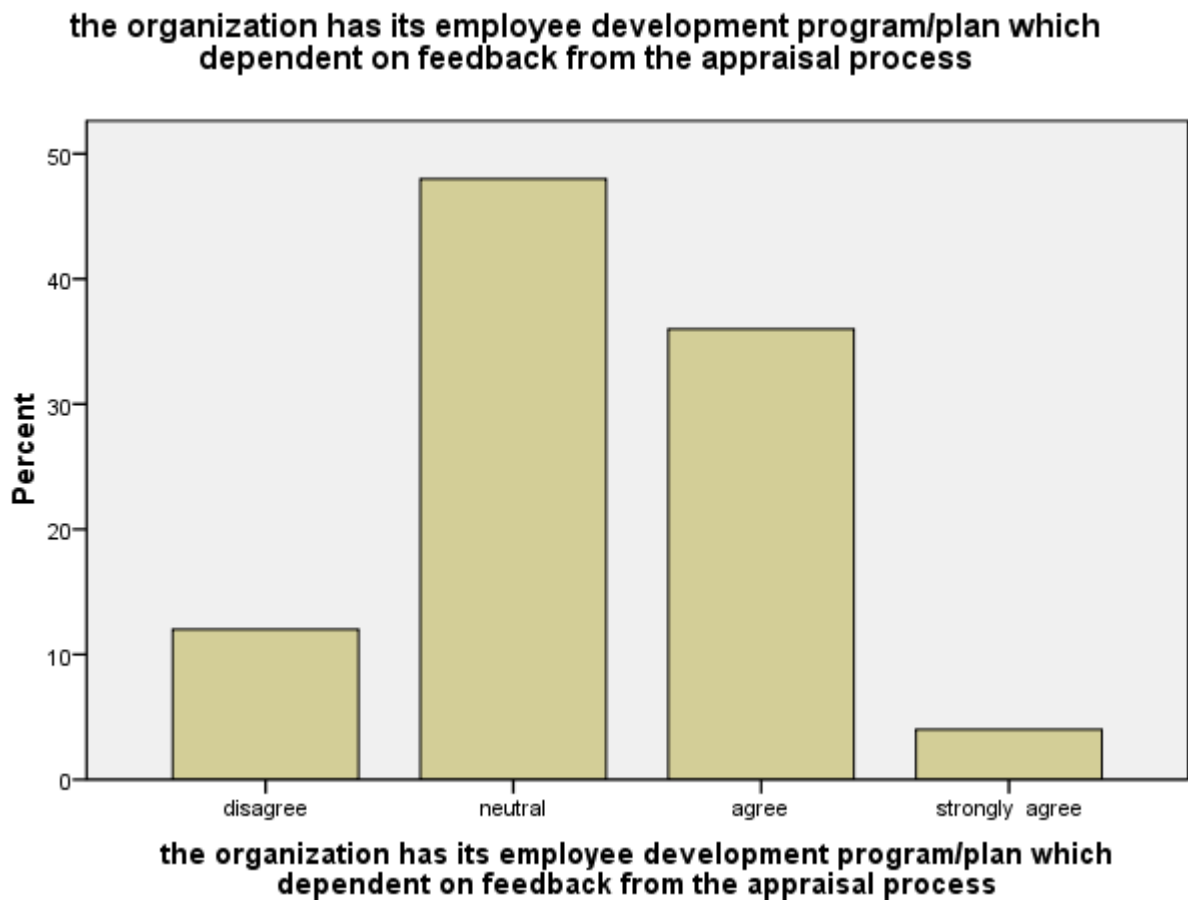
**4.17 The organization has its employee development program/plan which dependent on feedback from the appraisal process**

**Table 4.16: The organization has its employee development program/plan which dependent on feedback from the appraisal process**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	3	12.0	12.0	12.0
neutral	12	48.0	48.0	60.0
Agree	9	36.0	36.0	96.0
strongly agree	1	4.0	4.0	100.0
Total	25	100.0	100.0	

**Source: Primary Data 2015**

**Figure 4.16: The organization has its employee development program/plan which dependent on feedback from the appraisal process**



**Source: Primary Data 2015**

According to the figure above, 48.0% of the respondents were neutral while 36.0% and 4.0% of them agreed and strongly agreed respectively that the clinic has an employee development plan which entirely depends on the feedback from the appraisal process as it guides them on how to handle the staff while 12.0% of them disagreed to this.

**4.18 Follow up on one's performance is done after the appraisal process**

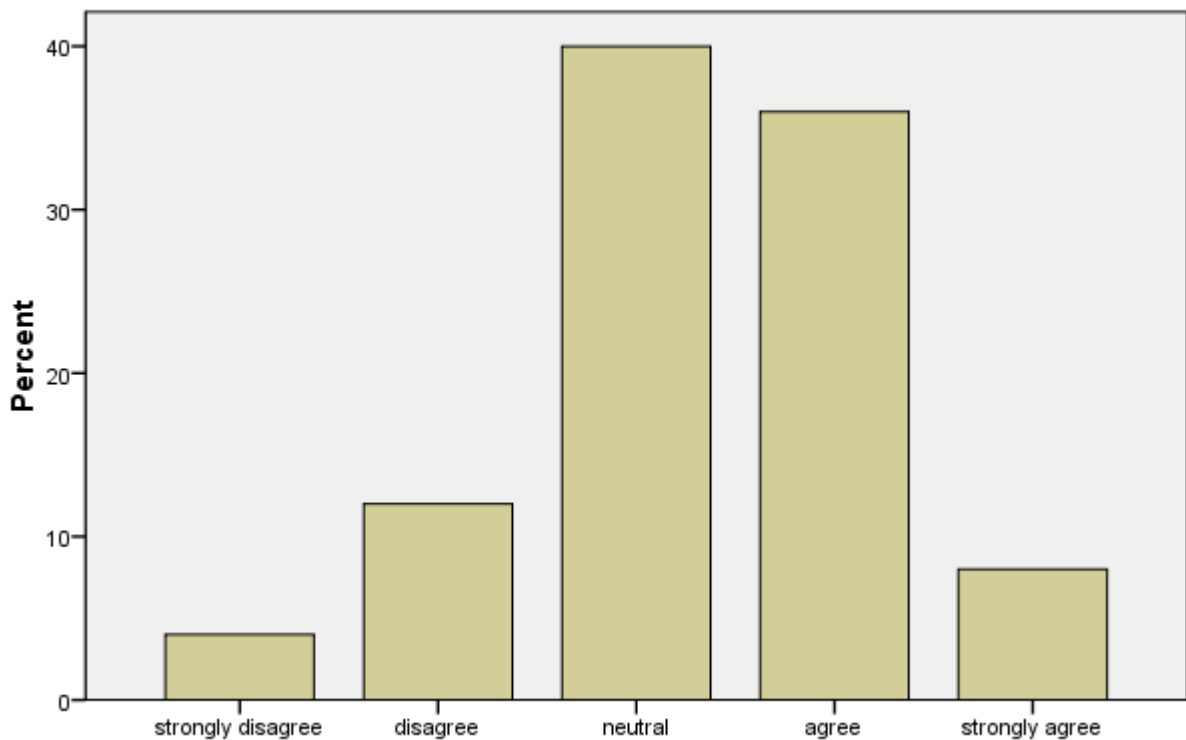
**Table 4.17: follow up on one's performance is done after the appraisal process**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	1	4.0	4.0	4.0
disagree	3	12.0	12.0	16.0
neutral	10	40.0	40.0	56.0
Agree	9	36.0	36.0	92.0
strongly agree	2	8.0	8.0	100.0
Total	25	100.0	100.0	

Source: Primary Data 2015

**Figure 4.17: follow up on one's performance is done after the appraisal process**

**follow up on one's performance is done after the appraisal process**



**follow up on one's performance is done after the appraisal process**

Source: Primary Data 2015

40.0% of the staff who responded were neutral about whether follow up on one's performance is done after the appraisal process however, 36.0% and 8.0% agreed and strongly agreed respectively as through research it was found out that it enables them cite out weak workers and motivate them. 12.0% and 4.0% disagreed and strongly disagreed about this as shown above.

## **SELF APPRAISAL METHOD**

### **4.19 The results show deficiencies which seriously interfere with the attainment of organizational goals**

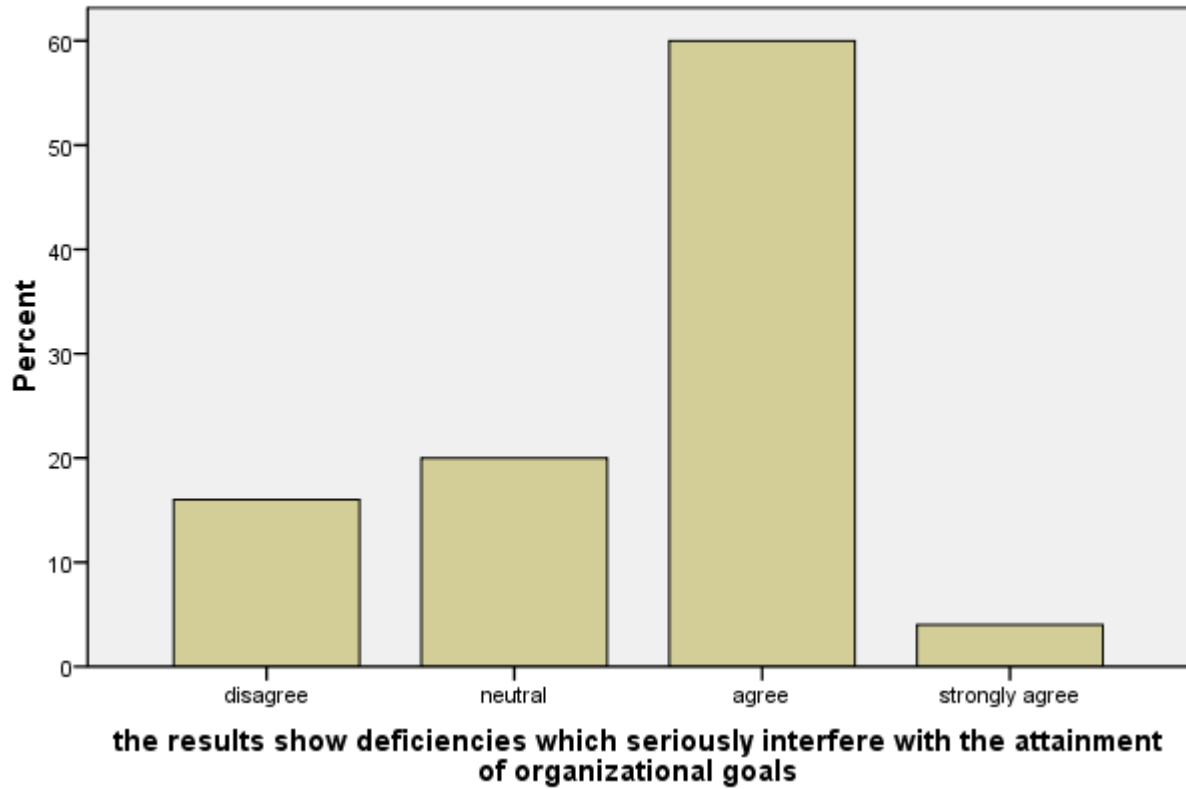
**Table 4.18: The results show deficiencies which seriously interfere with the attainment of organizational goals**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	4	16.0	16.0	16.0
neutral	5	20.0	20.0	36.0
Agree	15	60.0	60.0	96.0
strongly agree	1	4.0	4.0	100.0
Total	25	100.0	100.0	

**Source: Primary Data 2015**

**Figure 4.18: The results show deficiencies which seriously interfere with the attainment of organizational goals**

**the results show deficiencies which seriously interfere with the attainment of organizational goals**



**Source: Primary Data 2015**

60.0% and 4.0% of the respondents strongly agreed and agreed to the appraisal results showing the deficiencies that interfere with the attainment of organizational goals since each worker is evaluated on how well they have managed to meet the laid out goals and the obstacles met in the different methods. However, 16.0% disagreed to this and 20.0% were neutral.

**Table 4.20: it has enhanced leadership within the organization among employee**

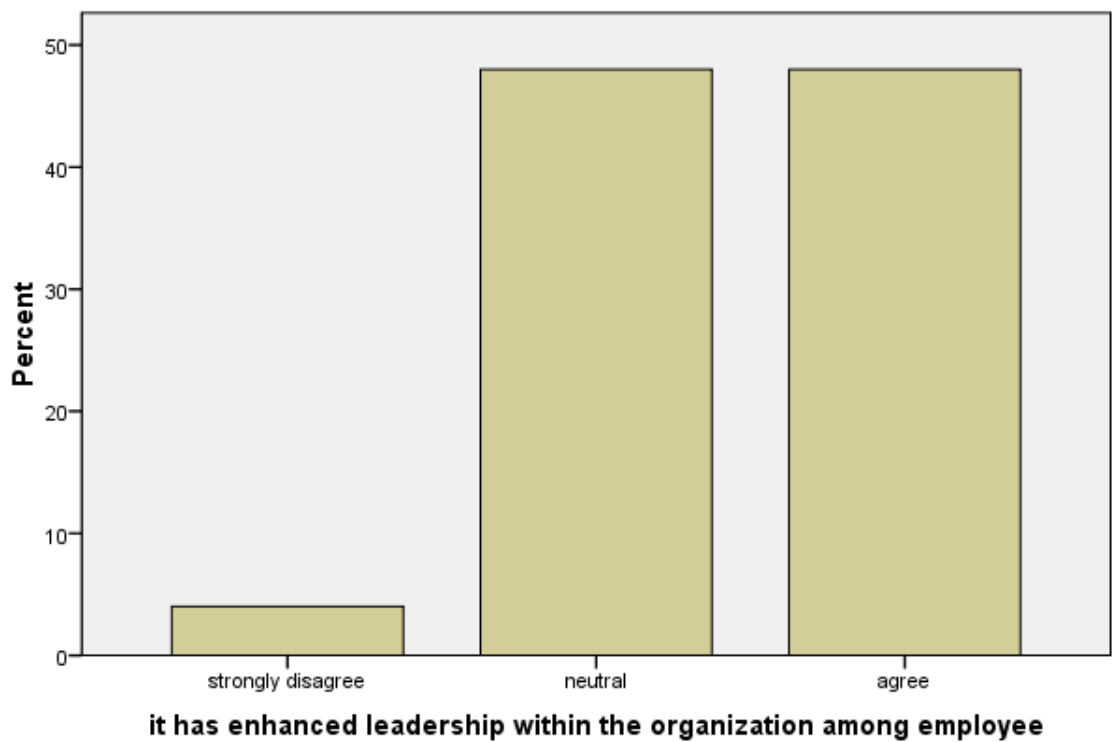
**Table 4.19: it has enhanced leadership within the organization among employee**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	1	4.0	4.0	4.0
neutral	12	48.0	48.0	52.0
Agree	12	48.0	48.0	100.0
Total	25	100.0	100.0	

**Source: Primary Data 2015**

**Figure 4.19: it has enhanced leadership within the organization among employee**

**it has enhanced leadership within the organization among employee**



**Source: Primary Data 2015**

As shown above 48.0% of the respondents were both neutral and agreed to the self-appraisal method enhancing leadership because one looks at more of his or her strengths and is



motivated to improve and maintain and achieve something good and recognizable at the end of the day, while 4.0% strongly disagreed to this.

#### 4.20 Appraisal results hint on factors that would improve customer satisfaction from service

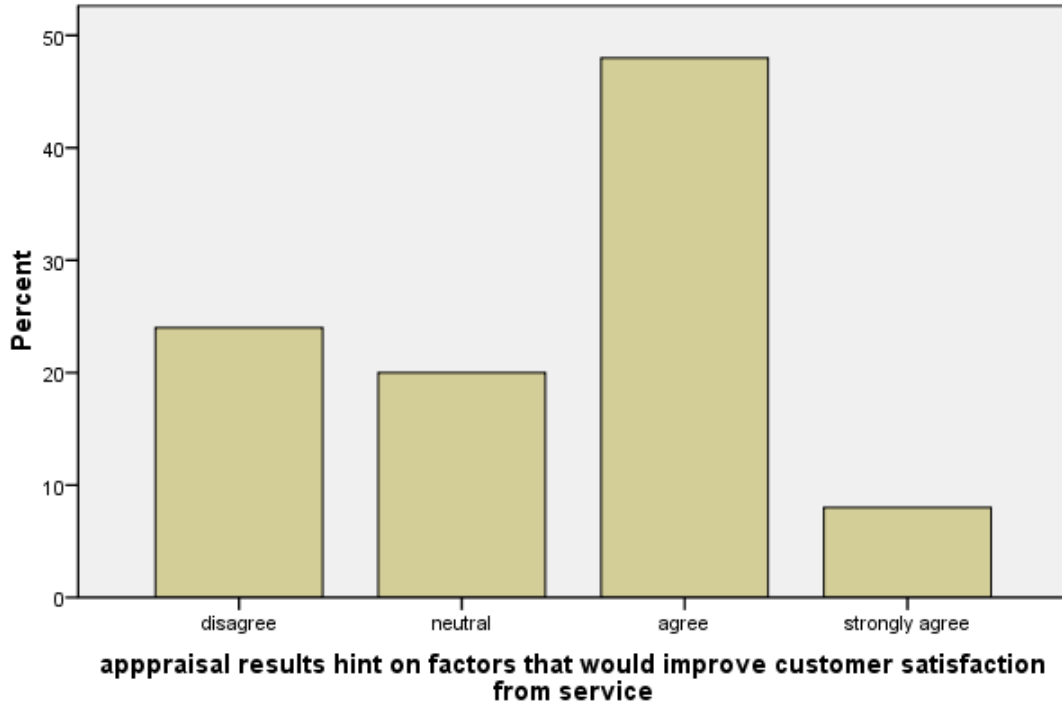
**Table 4.20: Appraisal results hint on factors that would improve customer satisfaction from service**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	6	24.0	24.0	24.0
neutral	5	20.0	20.0	44.0
Agree	12	48.0	48.0	92.0
strongly agree	2	8.0	8.0	100.0
Total	25	100.0	100.0	

**Source: Primary Data 2015**

**Figure 4.20: Appraisal results hint on factors that would improve customer satisfaction from service**

appraisal results hint on factors that would improve customer satisfaction from service



Source: Primary Data 2015

#### 4.21 Appraisal results enhance an organization's capacity to manage change

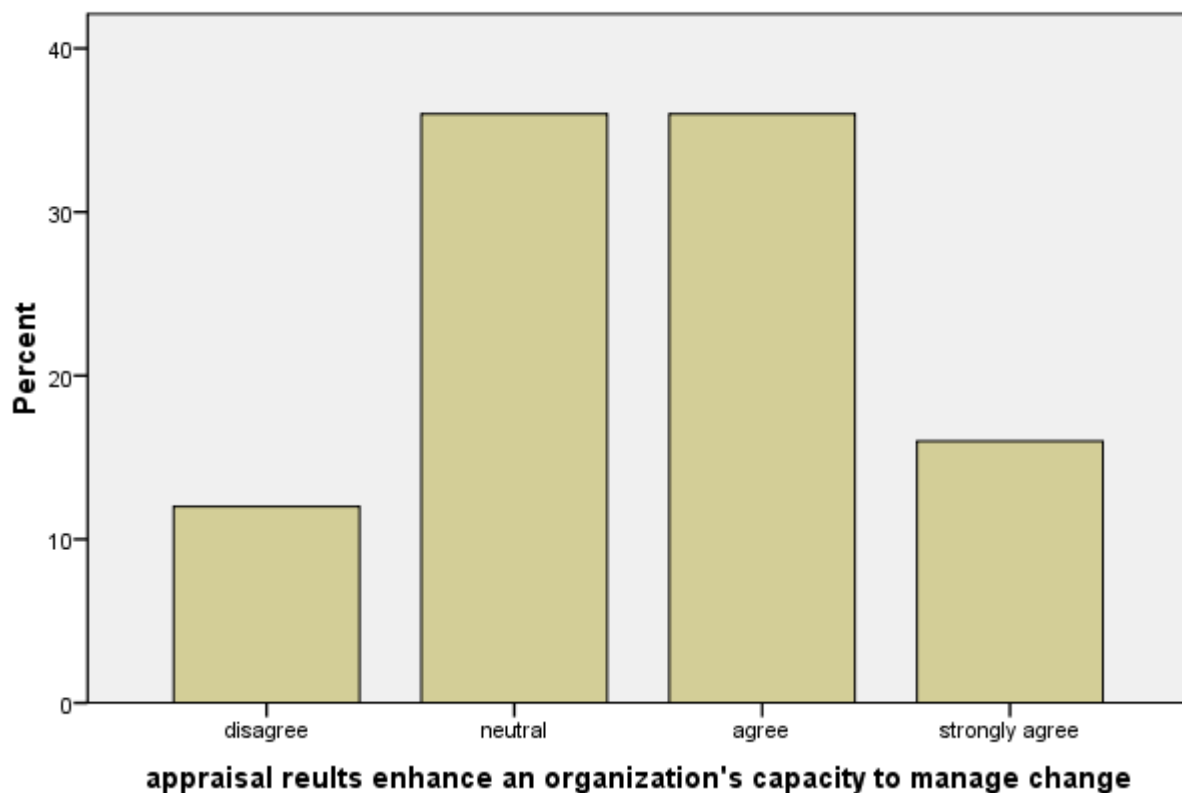
**Table 4.21: Appraisal results enhance an organization's capacity to manage change**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	3	12.0	12.0	12.0
neutral	9	36.0	36.0	48.0
Agree	9	36.0	36.0	84.0
strongly agree	4	16.0	16.0	100.0
Total	25	100.0	100.0	

Source: Primary Data 2015

**Figure 4.21: Appraisal results enhance an organization's capacity to manage change**

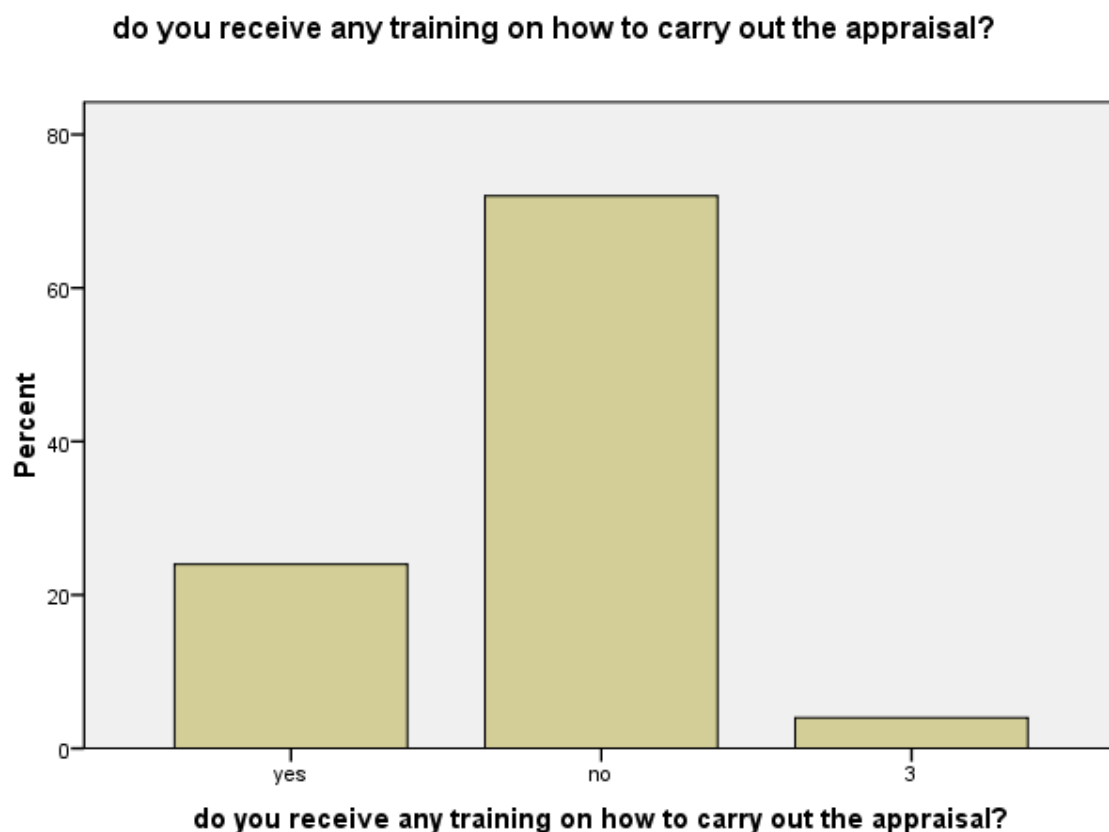
**appraisal results enhance an organization's capacity to manage change**



Source: Primary Data 2015

36.0% agreed and were also neutral as regards appraisal results enhancing the organization's capacity to manage change like a change in the activities run in the clinic, a change in the distribution of resources and duties while 16.0% strongly agreed to this and 12.0% disagreed on grounds that the results at times do not create room for change but rather demoralizes the workers performance.

**Figure 4.22: Do you receive any training on how to carry out the appraisal**

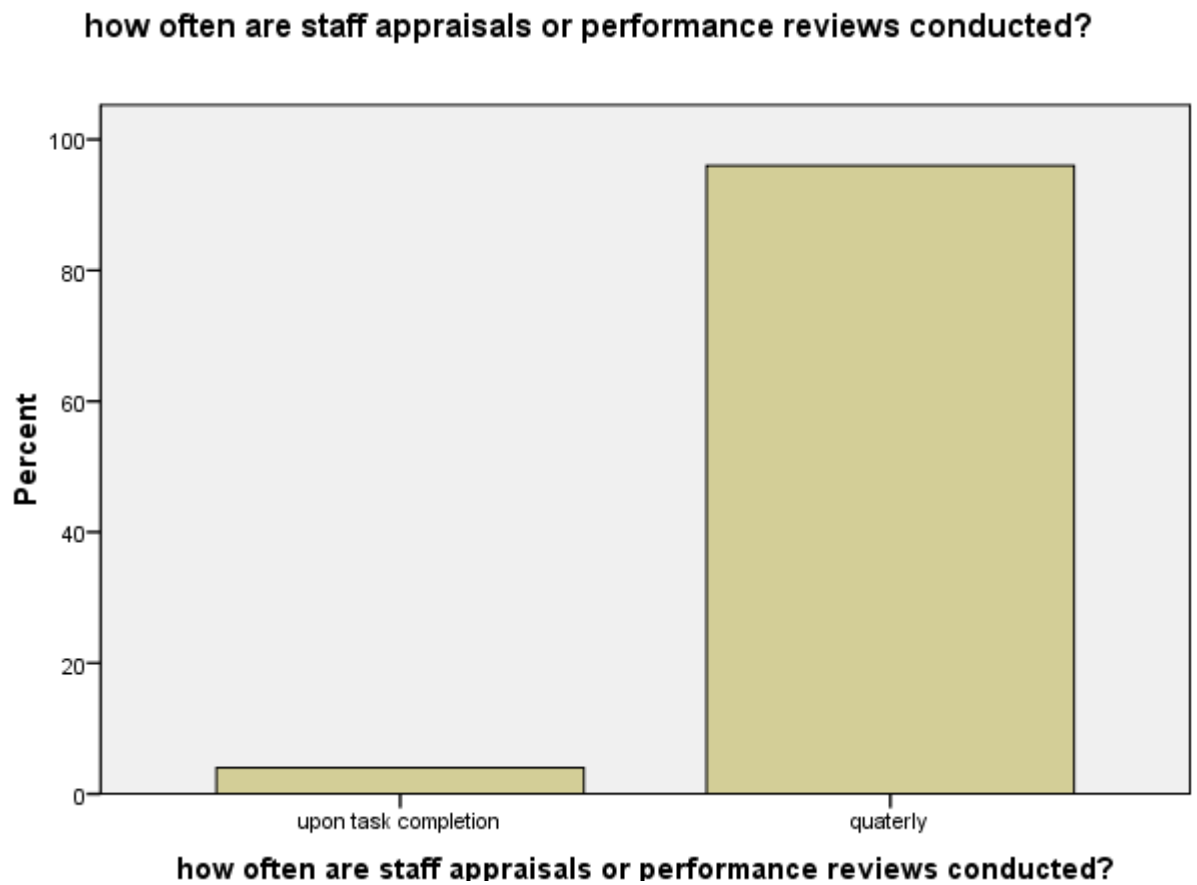


**Source: Primary Data 2015**

65% of the respondents at AAR, Bugolobi, Clinic did not agree to receive training on how to carry out appraisal but rather were picked up from the other workers within the clinic especially those that had worked there for a longer time than the others.

However, 24% agreed to having received training on how to appraise their activities and how frequent they are to carry it out.

**Figure 4.23: How often are staff appraisals or performance reviews conducted**



**Source: Primary Data 2015**

89% of the staff as shown above agreed to being appraised on a quarterly basis that is every after three months and 15% upon task completion a worker is evaluated to see how efficient and effective they are as they carry out their activities.

**4.22 Since the balance score card method is a method where the worker rates his or her performance based on key performance indicators that are set by the organization management. Has this method been effective on the activities you carry out?**

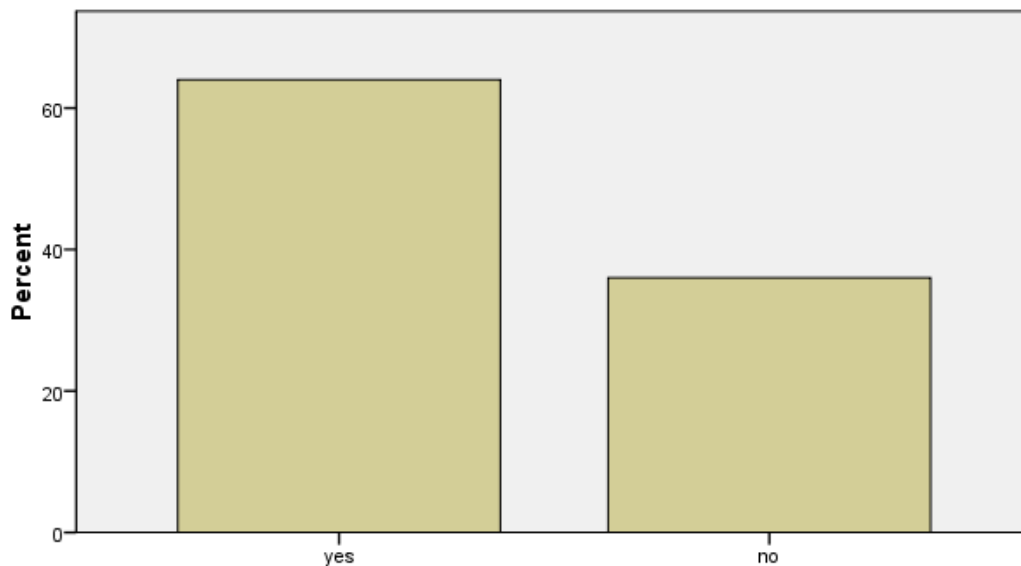
**Table 4.22: Since the balance score card method is a method where the worker rates his or her performance based on key performance indicators that are set by the organization management. Has this method been effective on the activities you carry out?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	16	64.0	64.0	64.0
	No	9	36.0	36.0	100.0
	Total	25	100.0	100.0	

**Source: Primary Data 2015**

**Figure 4.24: Since the balance score card method is a method where the worker rates his or her performance based on key performance indicators that are set by the organization management. Has this method been effective on the activities you carry out?**

**since the balance score card method is a method where the worker rates his or her performance based on key performance indicators that are set by the organization management. Has this method been effective on the activities you carry out?**



**since the balance score card method is a method where the worker rates his or her performance based on key performance indicators that are set by the organization management. Has this method been effective on the activities you carry out?**

**Source: Primary Data 2015**

Figure 4.24 shows that 64.0% of the respondents agree that the balance score card has been effective on the activities since they are able to rate their performance according to the clinic’s goals that are set by management while 36.0% responded to the effectiveness of the score card as no in terms of being effective on the activities carried out.

**4.23 The self-appraisal involves evaluation of one's own strengths and weaknesses as regards their performance. Has this method been effective as regards the activities you carry out?**

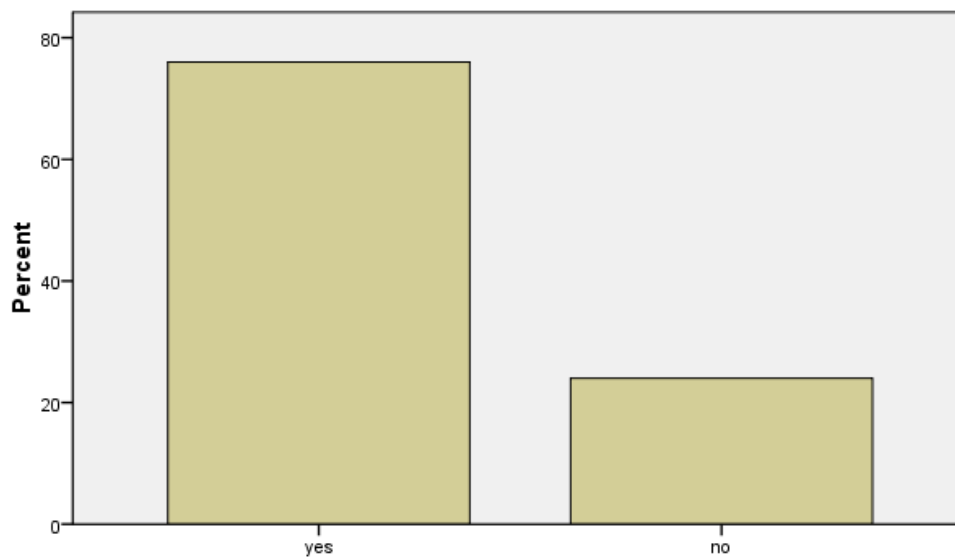
**Table 4.23: The self-appraisal involves evaluation of one's own strengths and weaknesses as regards their performance. Has this method been effective as regards the activities you carry out?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	19	76.0	76.0	76.0
	No	6	24.0	24.0	100.0
	Total	25	100.0	100.0	

Source: Primary Data 2015

**Figure 4.25: The self-appraisal involves evaluation of one's own strengths and weaknesses as regards their performance. Has this method been effective as regards the activities you carry out?**

**the self appraisal involves evaluation of one's own strengths and weaknesses as regards their performance. Has this method been effective as regards the activities you carry out?**



**the self appraisal involves evaluation of one's own strengths and weaknesses as regards their performance. Has this method been effective as regards the activities you carry out?**

Source: Primary Data 2015



According to the figure above, 76.0% of the respondents agree that self-appraisal has been effective as regards the strengths and weaknesses he or she possesses since one is able to gauge how well vast they are meeting the clinic’s goals however, 24.0% did not agree to this but rather saw it as a method that did not point out ones weaknesses since it is quite difficult to assess how well you are performing but easier for someone else to do so.

**4.24 Past job experience is one where the achievements, skills and knowledge attained in one's previous job are used to evaluate how competent they are for the current job. Has this past job experience method been effective as regards the activities carried out?**

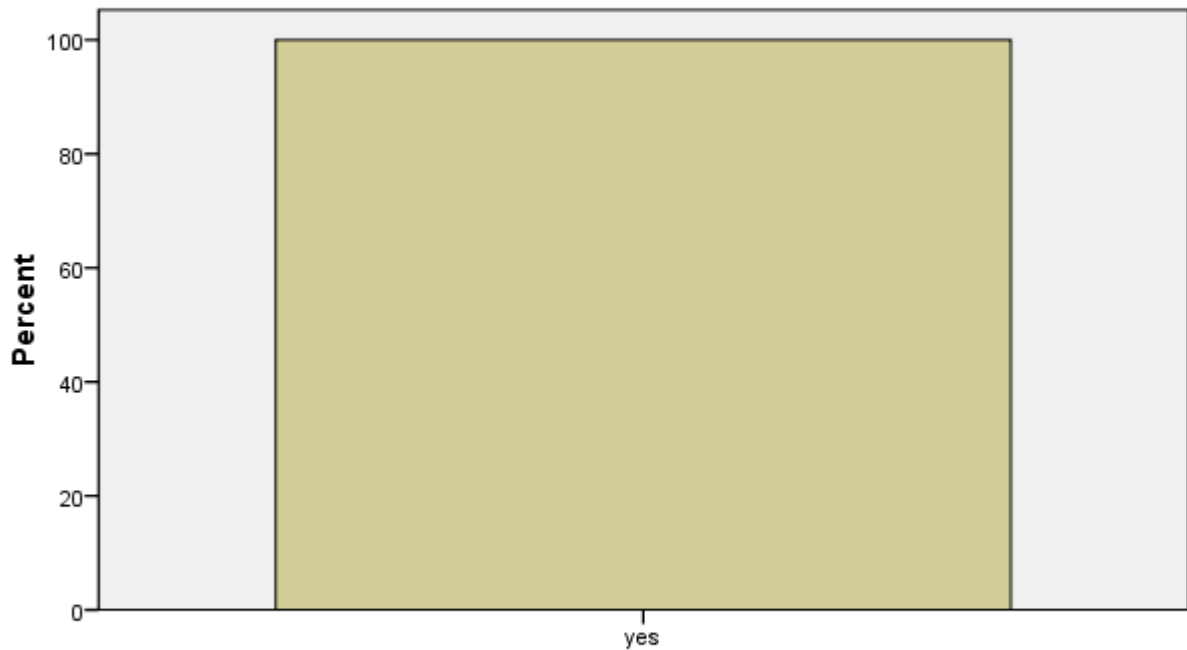
**Table 4.24: Past job experience is one where the achievements, skills and knowledge attained in one's previous job are used to evaluate how competent they are for the current job. Has this past job experience method been effective as regards the activities carried out?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	25	100.0	100.0	100.0

**Source: Primary Data 2015**

**Figure 4.26: Past job experience is one where the achievements, skills and knowledge attained in one's previous job are used to evaluate how competent they are for the current job. Has this past job experience method been effective as regards the activities carried out?**

**past job experience is one where the achievements, skills and knowledge attained in one's previous job is used to evaluate how competent they are for the current job. Has this past job experience method been effective as regards the activities carried out?**



**past job experience is one where the achievements, skills and knowledge attained in one's previous job is used to evaluate how competent they are for the current job. Has this past job experience method been effective as regards the activities carried out?**

**Source: Primary Data 2015**

According to figure 4.26, 100% of the staff agreed that past job experience method has been effective as regards the activities carried out since one is able to relate how they performed before to how they conduct themselves in the clinic as well as gain more skills on how to carry out their activities.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.0 Introduction

This chapter presents the summary of the findings, conclusions, and corresponding recommendations from the study basing on each objective. The objectives include to establish the effect of balance score card with key performance indicators appraisal method on staff performance in AAR, Bugolobi, Clinic, to determine the effects of past job experience on staff performance in AAR, Bugolobi, Clinic and to establish the relationship between self-appraisal and staff performance in AAR, Bugolobi, Clinic. It also gives suggestions for persons that will be conducting further studies.

#### 5.1 Summary of Findings

##### **5.1.1 Establishing the effect of balance score card with key performance indicators appraisal method on staff performance in AAR, Bugolobi, Clinic**

From the analysis presented on the information in chapter four, the balance score card method does not reveal the problems that hinder the efficiency of the workers but rather points out how well one is performing according to the set standards of the clinic. It also reminds employees about the goals they had set at the beginning of recruitment and an individual is able to rank him or herself basing on how well the goals are achieved. The findings also showed that those who meet or exceed the set targets are re-energized and those who don't tend to lose morale hence making management seek for ways to boost everyone's ability to improve their performance or maintain it.

For the case of the top management like the Head center manager and different departmental heads at the clinic the balance score card method has enabled them improve their

performance by giving them an eye opener on planning for clinical operations, for example what to achieve, how to achieve it and when to embark on it.

### **5.1.2 Determining the effects of past job experience on staff performance in AAR,**

#### **Bugolobi, Clinic**

Findings from the research indicate that the process of involving past job informants in evaluation of the staff is profitable and wise since more sources enable a more honest and wide appraisal about an individual and their contribution to the clinic. It also provides a basis to show management how competent one is for a particular job or position and hence reduces costs like training costs since one is well vast with a particular field of work. It also enable management note out one's weakness and provides them with time to improve it in order to avoid continuous repetition of past mistakes amongst workers.

### **5.1.3 Establish the relationship between self-appraisal and staff performance in AAR,**

#### **Bugolobi, Clinic**

From the analysis of the findings presented in chapter 4, it was revealed that 60.0% of the staff agree that the results obtained from self-appraisal show deficiencies which seriously interfere with the attainment of organizational goals since one is able to establish as to whether they are competent enough for a particular activity or not. It also enhances leadership among workers, self-appraisal points out one's weakness and strengths in terms of the set goals of the clinic thus if one evaluates him or herself and ranks out as a 90% good team worker then they are able to guide the rest especially those that feel that they have lost morale or need more motivation in carrying out their activities.

## **5.2 Recommendations**

Better methods on how to maintain feedback as regards the evaluation of staff members should be sought so that they are able to determine what and how to improve their activities at the clinic.

More analysis should be made by the senior management as regards the appraisal system and the impacts it might have on staff performance so as to improve or encourage particular methods among the staff.

More training should be given to the staff on how to carry out the appraisal since majority learn how to do so from the old staff members.

More motivation should be given to the workers especially those who meet organizational expectations for example gifts in order for them not to lose morale to keep working hard.

## **5.3 Suggestions for further research**

Further study should be conducted to determine how well appraisal systems in organizations should be laid out in terms of training, giving feedback to workers and how to maintain their existence in the organization.

Further study should also be conducted on the effect of the balance score card method, self-appraisal and past job performance on the performance of staff in different organizations.

## **5.4 Conclusions**

From the findings, it is clearly shown that AAR, Bugolobi, Clinic uses appraisal methods to evaluate their employees. It has affected the performance of the organization positively as shown in chapter 4 above where it was observed that appraisal improves the way most of the staff carry out their activities and how they relate with both their peers and management as well as boosts their ability to satisfy the clinic's expectations.

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resources.html#ixzz3Tzvl34r4](http://www.businessdictionary.com/definition/human-resources.html#ixzz3Tzvl34r4)(accessed 18<sup>th</sup> /02/2015)

<http://www.nova.edu/ssss/QR/QR15-5/carlson.pdf> (accessed 20<sup>th</sup>/04/2015)

## **APPENDICES**

### **APPENDIX I: QUESTIONNAIRE FOR THE EMPLOYEES**

Dear respondent,

I am Atuhe Christina a third year student at Uganda Martyrs University and I am carrying out a research on "The effect of appraisal methods on staff performance." The information provided to me is purely for academic purposes and a requirement for the attainment of my bachelor's degree in Business Administration and Management. This information provided will be kept confidential.

This questionnaire is to gather information about "The effect of appraisal methods on staff performance."

#### **PART ONE**

##### **Instructions**

**Please tick in the boxes provided as honestly as you can**

**1. Sex:**

Male       Female

**2. Age**

20-30     

31-40     

40-50     

51 and above



**3. Educational level:**

Masters  Under-graduate

Other (please specify).....

**4. How long have you been an employee of AAR, Bugolobi, Clinic?**

a) 1-2 years  b) between 2 - 4 years  c) between 4- 6

d) Between 6 and 8 years  e) beyond 8 years

**PART TWO**

This section tries to assess the effect of certain staff appraisal systems on the overall performance of the staff at AAR, Bugolobi, Clinic. Please tick against the most appropriate answer.

**KEY:**

1 = Strongly disagree,                      3 = Neutral                                      5 = Strongly agree

2 = Disagree,                                      4 = Agree                                      N/A = Not Applicable

**Please answer the following questions;**

**BALANCE SCORE CARD;**

a. The Balance Score Card method is a method where the worker rates his or her performance based on key performance indicators that are set by the organization management.

QUESTION	RANKING				
	1	2	3	4	5
<b>Balance Score Card</b>					
Appraisal assessments are based on the goals and standards of the organisation.					
The timing of the appraisal is carefully taken into consideration by the organization					

The organization carries out pay increases or employment promotions on an annual basis.					
Employees expect salary increments especially when they have achieved the expectations of the key performance indicators					
The organization continuously provides feedback and counseling to employees					
The organization conducts reviews / appraisals new employees more frequently than old ones.					
Supervisors keep track of one's performance all period round, and take note of critical incidents upon which your appraisal will be based.					
The balance score card reveals problems that maybe restricting employees progress and hindering their efficiency in the organization					

**PAST JOB EXPERIENCE METHOD;**

b. Past job experience method is one where the achievements, skills and knowledge attained in one's previous job is used to evaluate how competent they are for the current job.

<b>Past job performance</b>	<b>RANKING</b>				
	1	2	3	4	5
The organization gathers all possible feedback about an individual from all past angles in which one conducted his job i.e. former peers, subordinates, managers, customers and supervisors.					
The more the sources of past appraisal information (many raters) i.e. subordinates, managers, supervisors, peers and customers, the higher the chances of having an honest appraisal process.					
The reviews got from the former work place are used in the clinic and are a good source of appraisal information.					
The organization has its employee development program/plan which is dependent on feedback from the appraisal process.					
Follow up on one's performance is done after the appraisal process.					

**SELF-APPRAISAL METHOD;**

c. Self-appraisal involves evaluation of one's own strengths and weaknesses as regards their performance.

Self-appraisal	RANKING				
	1	2	3	4	5
The results show deficiencies which seriously interfere with the attainment of organizational goals.					
It has enhanced leadership within the organisation among employees.					
Appraisals results are a motivation tool to employees to do the best possible job.					
Appraisal results hint on factors that would improve customer satisfaction from service.					
Appraisal results enhance an organization’s capacity to manage change.					

**SECTION 1;**

1. Do you receive any training on how to carry out the appraisal?

Yes  No

a). If yes, what are the benefits?

.....

b). If no, what other measures are you given?

.....

c). How often are staff appraisals or performance reviews conducted?

- On a single Calendar date i.e. a single appraisal period for all employees
- Upon task completion
- Quarterly
- Monthly
- On Arbitrary dates e.g. on an employee's anniversary in the organisation

**SECTION 2;**

a. Since the Balance Score Card method is a method where the worker rates his or her performance based on key performance indicators that are set by the organization management.

Has this method been effective on the activities you carry out?

Yes  No

a) If no, what measures do you think need to be put in place to make it more effective?

.....

**SECTION 3;**

b. The Self-appraisal involves evaluation of one's own strengths and weaknesses as regards their performance. Has this method been effective as regards the activities you carry out?

Yes  No

a). If no what measures do you think need to be put in place?

.....

**SECTION 4;**

c. Past job experience method is one where the achievements, skills and knowledge attained in one's previous job is used to evaluate how competent they are for the current job. Has this past job experience method been effective as regards the activities carried out?

Yes  No

a) If no what measures do you think need to be put in place?

.....

**INTERVIEW GUIDE**

**(Managers)**

1. How is the general performance of the employees after appraising their activities?

.....

2. Why do you prefer those particular appraisal methods?

.....

1. What impact is appraising them having on the level of staff performance and the clinic's expectations?

.....  
.....

2. Briefly explain the appraisal procedures used for the top management like the Head center manager, and different departmental heads at AAR, Bugolobi, Clinic.

.....  
.....

3. How do you follow up on the remarks identified when the different appraisal methods are carried out?

.....  
.....

4. How do the employees learn how to use these appraisal methods?

.....  
.....

**Thank you for your co-operation**