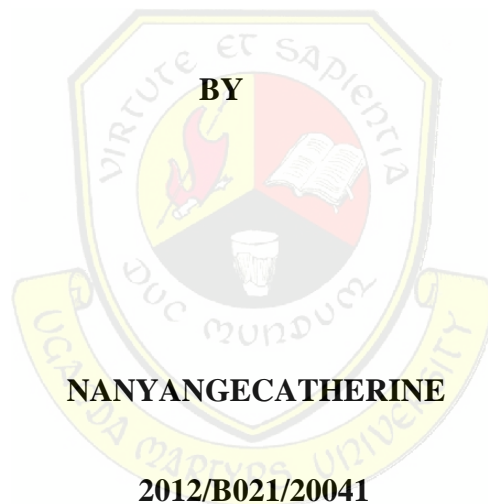**THE EFFECT OF PERFORMANCE APPRAISAL ON PERFORMANCE OF**

EMPLOYEES IN UGANDA.

A CASE STUDY OF GM TUMPECO UGANDA LIMITED

BY

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DEDICATION

I dedicate this work to my family and friends who have been there in a special way to every

member of my family for their moral support to my every step of the way to this program.

ACKNOWLEDGEMENT

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ABSTRACT

Performance appraisal is actually an evaluation and Appraisals are responsible for a familiar, standard, acknowledgement of an employee's performance of recognized, verified and an outline for potential and given responsibilities and accountabilities(Danish, Q.R. and A. Usama, 2010). Evaluation and possible development, directional purposes, along with nurturing enthusiastic equality.

Afshan et al. (2012) define performance as the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed. Employee performance can be manifested in improvement in production, easiness in using the new technology, highly motivated workers.

Employee performance is normally looked at in terms of outcomes. However, it can also be looked at in terms of behavior (Armstrong 2000). Kenney (1992) stated that employee's performance is measured against the performance standards set by the organization. There are a number of measures that can be taken into consideration when measuring performance for example using of productivity, efficiency, effectiveness, quality and profitability measures (Ahuja 1992) as briefly explained hereafter. *Profitability* is the ability to earn profits consistently over a period of time.

The study will be based and directed on the following objectives, that is; to find out the effect of managers appraisal on the performance of Employees at GM Tumpeco Uganda Limited, to establish the effect of self appraisal on the performance of Employees at GM Tumpeco Uganda

Limited and to find out the effect of team appraisal on the performance of Employees at GM Tumpeco Uganda Limited.

This study therefore, seeks to fill this knowledge gap by investigating the effect of performance appraisal on the performance of Employees in Uganda at GM Tumpeco Uganda Limited.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

Performance appraisal is the formal process of observing and evaluating an employee's performance (Erdogan, 2002). Robert D. Pritchard (2006) stated that "Performance appraisal" is a discrete, formal, organizationally sanctioned event, usually not occurring more frequently than once or twice a year, which has clearly stated performance dimensions and/or criteria that are used in the evaluation process. Furthermore, it is an evaluation process, in that quantitative scores are often assigned based on the judged level of the employee's job performance on the dimensions or criteria used, and the scores are shared with the employee being evaluated (Angelo S. DeNisi, 2006).

Employee performance is defined as the outcome or contribution of employees to make them attain goals (Herbert, John and Lee 2000) while performance may be used to define what an organization has accomplished with respect to the process, results, relevance and success Uganda National Development Program. Afshan et al. (2012) define performance as the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed. Employee performance can be manifested in improvement in production, easiness in using the new technology, highly motivated workers.

1.1 Background of the Study

Performance appraisal is actually an evaluation and Appraisals are responsible for a familiar, standard, acknowledgement of an employee's performance of recognized, verified and an outline for potential and given responsibilities and accountabilities (Danish, Q.R. and A. Usama, 2010). Evaluation and possible development, directional purposes, along with nurturing enthusiastic equality. Appraisals are one of the utmost problematic Appraisals frequently record a valuation of a worker's and challenging modules of human resource management performance, probable and development requirements

Performance appraisal began in the early 20th century with Taylor's time and motion studies methods of income justification (Prabha et al,2011). Taylor's performance appraisal involved use of a stop watch to time a worker's sequence of motions. During the first wprld war, appraisal concept was adopted by the US army which was in the form of merit rating. It was man-to-man rating system for evolution of military personnel. From army, this concept entered the business field and was restricted to hourly paid workers. During 1920, relational wage structures for hourly paid workers were adopted in industrial units and each worker were used to be rated in comparison to other for determining wage rates. However, modern appraisal is a structured formal interaction between a surbodinate and supervisor, that usually takes the form of a periodic interview (annual or semi-annual) in which the work performance of the surbodinate is examined and discussed (Prabha et al, 2011).

Although, performance appraisal itself is often a process that involves documentation and communication, the tendency in recent years has been to formalize the appraisal process, whereas in years past, an informal approach with very little record keeping sufficed, now more documentation is required. Organizations usually formalize part of the process by using a standard form. Currently, many organisations are implementing or planning to implement,

reward and or recognition programmes believing that these will help bring about the desired cultural change. In some organisations, large amounts of money are being invested in these types of activities and some managers are required specifically to set aside a certain amount from their budgets for this purpose (Denning, 2001). This rationale is based on the assumption that these types of incentives will encourage employee loyalty, foster teamwork and ultimately facilitate the development of the desired culture that encourages and supports knowledge sharing. Others maintain that to encourage knowledge-sharing organisations should design reward and recognition systems that stimulate sharing of all kinds: goals, tasks, vision as well as knowledge (Wright, 2004).

Employee performance is normally looked at in terms of outcomes. However, it can also be looked at in terms of behavior (Armstrong 2000). Kenney (1992) stated that employee's performance is measured against the performance standards set by the organization. There are a number of measures that can be taken into consideration when measuring performance for example using of productivity, efficiency, effectiveness, quality and profitability measures (Ahuja 1992) as briefly explained hereafter. *Profitability* is the ability to earn profits consistently over a period of time. It is expressed as the ratio of gross profit to sales or return on capital employed (Wood andStangster 2002). *Efficiency and effectiveness* **-** efficiency is the ability to produce the desired outcomes by using as minimal resources as possible while effectiveness is the ability of employees to meet the desired objectives or target (Stoner 1996).

As noted by Draft (1988), it is the responsibility of the company managers to ensure that the organizations strive to and thus achieve high performance levels. This therefore implies that managers have to set the desired levels of performance for any periods in question. This they can do by for example setting goals and standards against which individual performance can be

measured.

Performance appraisal in most organizations in Uganda dates the early days of independent government of Uganda. After independence, most organizations carried out performance appraisal of employees with annual confidential reports (Kintu,2005). However, during 1970's, performance appraisal collapsed due to the chaotic situation in most organizations because of bad governance. This situation continued through the 1980s and 1990s but the old confidential performance appraisal system remained until the new performance appraisal scheme was introduced in July 2011. This is interactive and open ina democratic style (Kizza,2003). The latest performance appraisal was launched in July 2007. In this appraisal process, performance gaps and development needs of an individual employee are identified. Emphasis is on participation and feedback on the promise that in order for employees work to their full potential, they must be informed about their performance and the means for improving it. Several employees carry out self-examination to gain self-confidence and receive feedback on accomplishments (Karyeija, 2012).

1.2 Statement of the Problem
There has been a number of efforts by organizations in Uganda to enhance the performance of employees. The management has tried to introduce new performance appraisal scheme to guide the performance of employees. The ultimate goal is to enhance the performance of employees to provide responsive, efficient and effective products and services.

In most of the Ugandan organizations, performance appraisal is largely lacking despite being a formal requirement for all the employees (Karyeija, 2010). Despite all the efforts, there is still poor performance appraisal and performance of GM Tumpeco makes it necessary for the

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proposed study to isolate factors which underpin performance appraisal systems and employee performance.

This study therefore, seeks to fill this knowledge gap by investigating the effect of performance appraisal on the performance of Employees in Uganda at GM Tumpeco Uganda Limited.

1.3 Objectives of the Study
1.3.1 General Objective

The general objective of the study is to establish the effect of Performance appraisal on the performance of Employees at GM Tumpeco Uganda Limited.

1.3.2 Specific Objectives

To find out the effect of managers appraisal on the performance of Employees at GM Tumpeco Uganda Limited.

To establish the effect of self-appraisal on the performance of Employees at GM Tumpeco Uganda Limited.

To find out the effect of team appraisalon the performance of Employees at GM Tumpeco Uganda Limited.

1.4 Research Questions

The following research questions will guide the study to achieve the stated objectives:

- What is the effect of manager's appraisalon the performance of Employees at GM Tumpeco Uganda Limited?

- What is the effect of self-appraisalon the performance of Employees at GM Tumpeco Uganda Limited?

- What is the effect of team appraisalon the performance of Employees at GM Tumpeco Uganda Limited?

Figure 1: Conceptual Framework

Independent Variables   Dependent Variables

(PERFORMANCE APPRAISAL)	(EMPLOYEE PERFORMANCE)
Managers' appraisal	Quantity
Self-appraisal	Quality
Team appraisal	Timeliness

Intervening variables

| Social environment |
| Economical environment |
| Political environment |
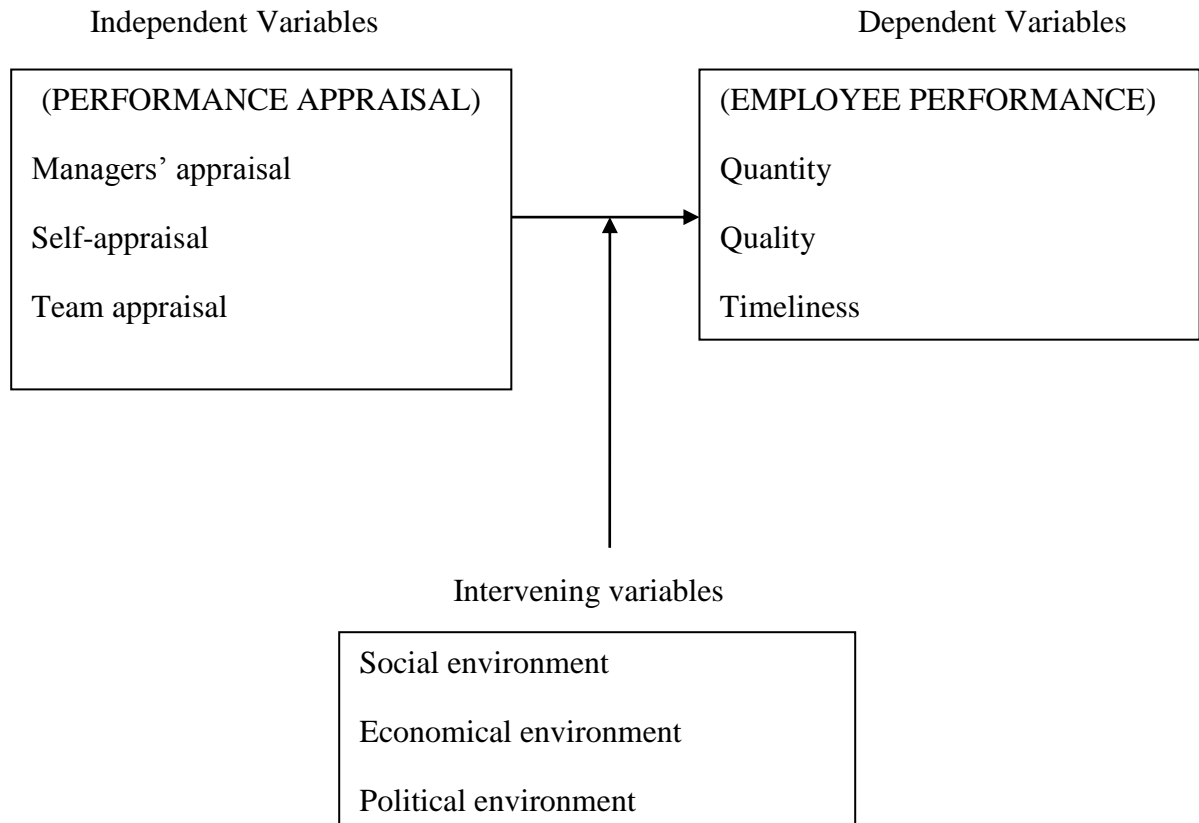
Source: Hakala (2008) and O'Donnell and Shields (2002).Secondary data.

Explanation

Performance appraisal as an independent variable involves managers appraisal, self appraisaland team appraisal. Managers appraisal: a manager appraises the employee's performance and delivers the appraisal to the employee. Manager appraisal is by nature top-down and does not encourage the employee's active participation. It is often met with resistance, because the employee has no investment in its development. Self-appraisal: the employee appraises his or her

own performance, in many cases comparing the self-appraisal to management's review. Often, self-appraisals can highlight discrepancies between what the employee and management think are important performance factors and provide mutual feedback for meaningful adjustment of expectations. Team appraisal: similar to peer appraisal in that members of a team, who may hold different positions, are asked to appraise each other's work and work styles. This approach assumes that the team's objectives and each member's expected contribution have been clearly defined.

Their performance may be rated in form of quantity, quality and timeliness. Therefore, Quantity may be the number of units produced, processed or sold is a good objective indicator of performance; Quality may be the quality of work performed can be measured by several means. The percentage of work output that must be redone or is rejected is one such indicator and Timeliness may be how fast work is performed is another performance indicator that should be used with caution. In field service, the average customer's downtime is a good indicator of timeliness.

1.5 Scope of the Study

1.5.1 Subject Scope
The study focused on the effect of performance appraisal on the performance of Employees at GM Tumpeco Uganda Limited. The study is based on how appraisal affects performance of employees, where by appraisal may be in terms of how bonuses, rewards, remunerations and allowances may be of any impact if they are extended to employees in order to attract them perform better.

1.5.2 Geographical Scope

The study is in Nakawa Division. The main reason for selecting these Employees will be that they should be beneficiaries of the motivation scheme carried out in companies. Details of such employees will be obtained from the GM Tumpeco Performance Appraisal System data base.

1.5.3 Time Scope

The study was conducted in Nakawa Division. The study will also be conducted in comparison with the related literature reviewed by other related researchers from 2000 to 2014.

Data will be obtained from published materials, which includes; journals, magazines, online materials, internal reports and newspapers. They will include among others; minutes, internal and managers' reports of GM Tumpeco Uganda Limited.

1.6 Justification of the Study

The study will be conducted to investigate whether performance appraisal is a strong factor for employee performance. This performance appraisal is a key factor in encouraging workers to improve their performance on the assigned jobs.

The study will also be conducted to investigate whether managers appraisal, self-appraisal and team appraisal have got any impact on employee performance.

This study will also be conducted to investigate whether there is any relationship between performance appraisal and employee performance.

1.7 Significance of the study

This study will enable management to identify the impact of performance appraisal on employee performance. Management will be in position to understand the importance of extending rewards, bonuses and allowances to their employees.

This study will enable management to understand how the manager's appraisal, self appraisal

and team appraisal may be used to improve employee performance. Management will be in position to understand whether manager's appraisal, self appraisal and team appraisal may be of use to an organisation as a way of mobilizing employees to work better efficiently and effectively at their assigned jobs.

This study will also enable management to understand the relationship between performance appraisal and employee performance. Management will be in position to identify whether performance appraisal has any link with performance of employees and whether when employees are appraised can really positively comply with organizational goals.

1.8 Definition of terms used
Performance appraisal has been defined as the process of identifying, evaluating and developing the work performance of employees in the organization, so that the organizational goals and objectives are more effectively achieved, while at the same time benefiting employees in terms of recognition, receiving feedback, catering for work needs and offering career guidance.

Performance is the way through which employees perform their duties and the evaluation is judging the performance of employees. In an employment contract, performance is deemed to be the accomplishment of a commitment in such a manner that releases the performer from all liabilities laid down under the contract. Efficiency and effectiveness are ingredients of performance apart from competitiveness and productivity and training is a way of increasing individuals' performance.

Quantity involves the number of units produced, processed or sold is a good objective indicator of performance.

Quality is the percentage of work output that must be redone or rejected.

Timeliness involves how fast work is performed is another performance indicator that should be used with caution. In field service, the average customer's downtime is a good indicator of timeliness.

Employee performance is defined as the outcome or contribution of employees to make them attain.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter will look at; Performance Appraisal, Appraisal Methods, Importance of Performance Appraisal, Managers or supervisor appraisal and Employee performance, Self-appraisal Employee performance, Team appraisal Employee performance, Ways to measure employee performance, Summary of the Gaps and Conclusion.

2.1 Theoretical review

This study was informed by various theories which among them include the equity theory (Adams, 1965)

Equity theory

The Equity theory was propounded by Adam's (1965). The theory asserts that an employee's own assessment of whether he is fairly treated is a major factor in influencing motivation. Equity theory focuses on an employee's work- compensation relation ship or exchange relationship as well as that employee's attempt to minimize any sense of unfairness that might result (Gogia, 2010). Adam's (1965) indicated that equity is the art of one individual being fair and impartial in social interactions with another individual. According to the theory, worker's compare their personal reward situations with those of colleagues. If returns are equal to those of other employees proportionate to effort expended, a state of distributive justice exists, otherwise the worker develops inconsistency and imbalance. Consequently, the workers feel uncomfortable and discontented and his or her effort and motivation may diminish (Redmond, 2010). Equity exists when employees perceive that the ratios of their input are equivalent to the ratios of other

employees. Inequity when these ratios are not equivalent (Tripathi, 2004). When people perceive an inequitable situation, their choices may be changing their outcomes, distort their perceptions and others, chose a different reference point or leaves the field (Cole, 2004). Equity results in symbiotic relationships that help both individuals. This theory thus revealed that if management procedures in organizations are deemed to have been carried out fairly by employees, they are likely to be satisfied enhancing their performance. This study investigated the equity in the appraisal of organizations in relation to performance.

2.1.1 Appraisal Methods
Essay Appraisal

Sometimes the supervisor must write a description of the employee's performance. The essay appraisal is often used along with other types of appraisals, notably graphic rating scales. They provide an opportunity for supervisors to describe aspects of performance not thoroughly covered by an appraisal questionnaire. The disadvantage of this method is that their quality depends on the supervisor's writing skills (Balkin, D. B., and Cardy, R. L., 1998).

Critical-Incident Appraisal

A performance appraisal in which the supervisor keeps a record of incidents that show positive and negative ways the employee has acted; the supervisor uses this record to assess the employee's performance. To conduct a critical-incident appraisal, the supervisor keeps a written record of incidents that show positive and negative ways in which the employee has acted (Balkin, D. B., and Cardy, R. L., 1998).

Ranking Method

It is the oldest and simplest method of performance appraisal. In this method the employee is ranked from the highest to the lowest or from best to the worst. Thus, if there are ten employees the Best employee is given the first rank and the worst employee in the group is given the tenth rank. However, It is difficult to adopt this method, in case of evaluating large number of employees (Balkin, D. B., and Cardy, R. L., 1998).

Paired Comparison Approach

A performance appraisal that measures the relative performance of employees in a group. This is a method of performance evaluation that results in a rank ordering of employees to come up with a best employee. This type of approach measures the relative performance of employees in a group (Balkin, D. B., and Cardy, R. L., 1998).

Checklist Appraisal

The main purpose of this method is to reduce the evaluator's burden of rating the employee. In this method a dichotomous questionnaire (A question with two answer choices namely `Yes' or `No') is used. A rater is required to put a tick mark against the respective column. This questionnaire is prepared and scored by the HR department. The main disadvantage of this method is the rate is not given the flexibility to add or delete the statements (Dobbins, G., 1994)

Weighted checklist method

Graphic Rating Scale

A performance appraisal that rates the degree to which the employee has achieved various characteristics. The graphic rating scale is the most common type of appraisal used. Various characteristics such as job knowledge or punctuality are rated by the degree of achievement. The rate usually receives a score of 1 to 5, with 5 representing excellent performance (Cardy, R. and Dobbins, G., 1994).

BARS (Behaviorally Anchored Rating Scale):

In this method the employee's behavior and performance dimensions are analyzed and used for evaluating the performance of the employee. The HR department is involved in the process of preparing the BARS. Based on the Employee's performance and behavior, employees are anchored in different slots of good, average and poor. The rater is required to give corresponding ratings to the employee (Cardy, R. L., 1998).

Management by Objective (MBO)

Philosophy of management that rates performance on the basis of employee achievement of goals set by mutual agreement of employee and manager. The appraisal is based on whether or not the employee has met his or her objectives.

360 Degree Feedback

This multi-source feedback method provides a comprehensive perspective of employee performance by utilizing feedback from the full circle of people with whom the employee interacts: supervisors, subordinates and co-workers. It is effective for career coaching and identifying strengths and weaknesses (Martin, D. C. andBartol, K. M., 1998).

2.1.2 Importance of Performance Appraisal

Hornqren et al (2002) state the evaluation of performance from the perspective of organization and individual is significant. From the organization perspective, the "goal" is something that organization wants and the "result" is what that should be done; while from the individual view, " effort " is what that person does and " result " is the consequence of his effort and what he expects to get in return for his effort is "reward".

Thus, from the organization and individual point of view, the connection of loop value is the "result or performance" that has been described in Figure 1:

2.2 Managers or supervisor appraisal and Employee performance

Managers or supervisor play a central role in the appraisal process, and should always be included as one of the main appraisers (Laurel, D. S., 2003).In essence, managers and supervisors have two roles in performance appraisal: 1. "Judge" assessing performance 2. "Coach" providing constructive feedback and identifying areas for improvement (Lecky-THompson, R. 1999). Performing both roles simultaneously can be difficult. Employees may be reluctant to admit areas for improvement in performance assessment is linked with desired outcomes such as pay, promotion or opportunities to work in desired areas. One solution is to separate the judge and coach roles by conducting separate appraisal meetings (Langdon, D., 2002).

According to Seidenfeld (2007), assessing employee performance and providing feedback to employees is a task most supervisors dread. Consequently, they tend to put it off, or worse still, avoid it all together. Yet providing feedback to employees is a crucially important management function. The psychology behind the dread of providing feedback usually has to do with the early-learned rule that we should not judge other people.

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In the supervisory role however, this generally good idea – of not being judgmental – is sadly misplaced. Supervisors should understand that, properly given, when they offer feedback they are not judging people; they are objectively assessing performance (Seidenfeld, 2007). Employees need and want frequent feedback on their performance. In fact, feedback is something we make use of constantly. For example, when driving, we constantly watch the road, judging how close to the centre line we are driving, then how close to the shoulder.

Supervisors must carefully consider whether the same standards are being applied fairly to all employees doing the same job. In spite of a supervisor's attempts to be scrupulously fair and even-handed, there is always a danger of applying easier standards to well-liked employees. Supervisors are equally likely to apply stricter standards to their best employees (Seidenfeld, 2007).

2.3 Self-appraisal Employee performance

The process of evaluating one's own performance can help to increase employee's commitment to the appraisal process, perceptions of appraisal fairness, and satisfaction with the appraisal process (Levinson, H., 2003).Self-appraisal can also be useful for identifying areas for development. Not surprisingly, self-appraisals are usually biased towards leniency. Strategies to increase the accuracy of self appraisals include (Lecky-THompson, R. 1999; and Levinson, H.,2003);

a. Using clear definitions of performance criteria linked to specific, observable behaviours

b. Information employees that their ratings will be checked and compared to other sources of appraisal (i.e., for accuracy)

c. Ensuring employees receive regular feedback on their performance.

It is recommended that self appraisals are used for professional development purposes, rather

than for making administrative decisions (i.e., pay increases, promotion)

What supervisors must be concerned about when giving feedback are accuracy and objectivity, and how much it will help the employee do a better job. Only the employee's supervisor can give this kind of feedback. When employees perform well, they need positive recognition to keep them motivated; if their performance is not up to snuff, they need to know it. And they need to know very specifically, in behavioral terms, just what it is that isn't going right (Seidenfeld, 2007).

Deciding when to give informal performance assessments will depend on the nature of the job and on the type of relationship that the supervisor has with a particular employee. A good time for an informal assessment might be when a specific assignment has been completed (Seidenfeld, 2007). Or, if an employee provides a quarterly summary report, or takes stock of lab supplies at the end of each month, a performance assessment of that specific task, when it is completed, will provide the employee with useful feedback. The most effective supervisors meet regularly and frequently with each of their employees, on a one-to-one basis, in order to be aware of what's going on the line and to get early warning of possible developing problems.

By scheduling frequent, regular brief meetings with each employee the supervisor can be sure that no employee goes for very long without feedback and, by keeping simple notes on each meeting, the supervisor can be sure of knowing about each employee's performance and can spot problems or offer positive reinforcement for an observed improvement.

Performance assessments should not focus only on negative performance. Positive feedback

from supervisors is a very important reinforcement of positive performance and therefore a major booster of employee morale. Effectively implemented, performance assessments serve to establish and maintain high levels of productivity and motivation among employees (Seidenfeld, 2007).

Assessments that concentrate only on weaknesses and ignore strengths damage self-confidence and lower morale. A vague, general assessment or none at all may lead to confusion, discouragement, and frustration. But a clear, specific, objective assessment that covers both employee strengths and weaknesses will foster improved performance in weak areas and higher motivation in strong ones (Seidenfeld, 2007).

2.4 Team appraisal Employee performance
Coworkers can provide valuable feedback on performance, particularly where teamwork occurs (Langdon, D., 2002). Coworkers are often aware of different aspects of an employee's performance that managers/ supervisors may not have the opportunity to observe. In addition as there is usually more than one coworker who rates a worker's performance their evaluations tend to be more reliable (Laurel, D. S., 2003). Coworker's evaluations, however, may be biased towards those individuals most well liked in an organization (i.e., friendship bias). Furthermore, Coworker appraisals may have a negative impact on teamwork and cooperation if employees are competing with one another for organizational incentives and rewards. It is recommended that Coworker appraisals are used for professional development rather than administrative decisions (Mark, G. L., 2000).

Typically, formal assessments are on a fixed schedule, usually annually or semi-annually. But employees need feedback much more frequently. Of course, some employees will need more

attention than others. But no employee should go without frequent periodic assessments. Providing frequent feedback is one of the most constructive things a supervisor can do to maintain high level performance (Seidenfeld, 2007).

There can be many reasons why an employee may not be performing well. For one thing, the employee may not see the job from a broad perspective and how his/her specific job meshes with other jobs in the organization (Seidenfeld, 2007). Or employees don't fully and clearly grasp what is expected of them which could lead to their not appreciating the level of performance quality that's required. Another source of poor performance may be employees never having been clearly told which aspects of their jobs have top priority.

Sure, employees will perform without feedback. But without feedback from their supervisors, employees will make their own work assessments or try to get feedback from their friends and co-workers. Such self-assessment, by its nature, cannot be objective, and it is not likely to be very accurate (Seidenfeld, 2007).

2.5 Ways to measure employee performance
Performance appraisal has become a continuous process by which an employee's understanding of a company's goals and his or her progress toward contributing to them are measured. Performance measurement is an ongoing activity for all managers and their subordinates. Performance measurement uses the following indicators of performance, as well as assessment of those indicators.

Performance appraisal has become a continuous process by which an employee's understanding of a company's goals and his or her progress toward contributing to them are measured. Performance measurement is an ongoing activity for all managers and their subordinates.

Performance measurement uses the following indicators of performance, as well as assessment of those indicators (Hakala, 2008).

Quantity and employee performance: the number of units produced, processed or sold is a good objective indicator of performance (Hakala, 2008). For example, an employee may be appraised depending on the number of goods or products produced. This may be done through work assessment of the employees timely, daily and weekly. They may also be appraised depending on the employee works assessment report on the effectiveness of the number of goods sold by employees.

Quality and employee performance: the quality of work performed can be measured by several means (Hakala, 2008). The percentage of work output that must be redone or is rejected is one such indicator. For example, employees may be appraised depending on the efficiency of their work in terms of perfection at processing and production of required and with similar goods. These may depend on tastes and preferences of the target group or market of the organization.

Timeliness and employee performance: how fast work is performed is another performance indicator that should be used with caution. In field service, the average customer's downtime is a good indicator of timeliness (Hakala, 2008). For example; some employees may be appraised depending on how they respond to their daily activities, like time taken when attending to their customers, time taken when serving their customers and time taken when responding to customers requests and replying to their comments.

Cost effectiveness and employee performance: the cost of work performed should be used as a measure of performance only if the employee has some degree of control over costs (Hakala, 2008). For example; employees may be appraised depending on their impact to the organisation when they actually at the organisational premises and performing a specialized tasks. Such employees may be of a great impact to the organisation. Therefore, they may be inform of experts or qualified personnel for which they have a development impact to the organisation, like auditors, executives and others.

Absenteeism or tardiness and employee performance: an employee is obviously not performing when he or she is not at work. Other employees'performance may be adversely impacted by absences, too Hakala (2008). For example, employees may be appraised depending on how well and how much they ensure to appear at organisational premises or at work. Sometimes absence of employees at work show how important their services are to the organisation.

Adherence to policy: deviations from policy indicate an employee whose performance goals are not well aligned with those of the company for example; employees may be appraised depending on how each employee tries to handle his personal interests and the interests of the organisation. Therefore, the employee's interest should be in line with the goal of the organisation (Hakala, 2008).

Performance indicators must be assessed by some means in order to measure performance itself. Here are some of the ways in which performance is assessed from the aforementioned indicators.

a. **managers appraisal:** a manager appraises the employee's performance and delivers the appraisal to the employee. Manager appraisal is by nature top-down and does not encourage

the employee's active participation. It is often met with resistance, because the employee has no investment in its development.

b. **Self-appraisal:** the employee appraises his or her own performance, in many cases comparing the self-appraisal to management's review. Often, self-appraisals can highlight discrepancies between what the employee and management think are important performance factors and provide mutual feedback for meaningful adjustment of expectations.

c. **Team appraisal:** similar to peer appraisal in that members of a team, who may hold different positions, are asked to appraise each other's work and work styles. This approach assumes that the team's objectives and each member's expected contribution have been clearly defined (Hakala, 2008).

2.6 **Summary of the Gaps**
Limitations of Performance Appraisal

Personal Bias:

The biggest limitation of performance appraisal is subjectivity. Due to human element in appraisal, there is always a fear of one's own opinion coming in the way of appraisal (Martin, D. C. and Bartol, K. M., 1998).

Halo Effect:

The tendency of an individual to rate an employee consistently high due to some earlier good performance rather than his existing performance is called as carrying a halo around oneself (Gomez-Mejia, L. R., Balkin, D. B., and Cardy, R. L., 1998).

Horn Effect:

The tendency of a superior to rate a subordinate lower than his performance justifies due to some recent or earlier failures (Martin, D. C. and Bartol, K. M., 1998).

Lack of Uniform Standards:

The standards used by different departments in the organization may not be the same, hence, rating becomes unscientific and employees suffer. Some rates are too liberal while others are too strict causing lack of uniformity(Cardy, R. and Dobbins, G., 1994).

Appropriate Appraisal Technique:

Selection of appropriate appraisal technique is important to give the correct result. Some of the techniques are time-consuming and costly and so avoided. If wrong techniques are applied performance appraisal results may prove defective(Martin, D. C. and Bartol, K. M., 1998).

Wrong Appraisal by Superior:

Superiors have continuous and daily relations with the subordinates, giving accurate ratings may lead to spoiling relations with them which the superiors may want to avoid, hence higher rating to the subordinates.

Stress on Individual and not on Performance:

Performance Appraisal must lay stress on the performance of the individual and not on his personal characteristics. Many a times this is overlooked and the personnel characteristics comes in the way of his performance appraisal(Cardy, R. and Dobbins, G., 1994).

Central Tendency:

Many a times to be on the safer side the rater would put the rate on average scores. This happens because of two reasons: first of all if the rater does not want low scores to the rate. Secondly, if he himself is not competent and would not like to show his incompetency (Martin, D. C. and Bartol, K. M., 1998).

Lack of Importance to Self-Development:

Performance Appraisal is not for witch hunting but for finding out strengths as well as weaknesses. The strengths can be consolidated upon and the weaknesses too be removed through appropriate training. However, this aspect is not given importance and so the main objective of performance appraisal is neglected (Cardy, R. and Dobbins, G., 1994).

Lack of Communication and Participation with Employees:

Performance appraisal is not complete without communicating to the employee the results of the appraisal and also give him a chance to give his opinion, otherwise it is a one-sided affair without participation of employee and will not lead to their development (Gomez-Mejia, L. R., Balkin, D. B., and Cardy, R. L., 1998).

Time-Consuming and Huge Paperwork:

Performance appraisal is a continuous job for the superiors. There is need to continuously observe the subordinates, keep records, fill documents, write reports, hence time consuming and costly (Martin, D. C. and Bartol, K. M., 1998).

2.7 Conclusion

For an appraisal system to be effective, employees must believe that they have an opportunity for meaningful input into the appraisal process. Such input may range from having the opportunity to challenge or rebut the evaluation one receives to judging one's own performance through self-

appraisal. Regardless of the nature of employee input, it is clear that giving employees a voice in their own appraisals enhances the perceived fairness of the appraisal process, which, in turn, increases the likelihood that employees will accept the appraisal system as a legitimate and constructive means of gauging their performance contributions. Thus, without the perception of fairness, "a system that is designed to appraise, reward, motivate, and develop can actually have the opposite effect and create frustration and resentment".

CHAPTER THREE

METHODOLOGY

3.0 Research Methodology

This chapter includes the detailed ways in which the data was be carried out. It highlights

Research Design, Study Population, Sample Size, Data Source, Instruments of Data Collection,

Quantitative Tool of Data Collection, Qualitative Method of Data Collection, Data Processing

and Analysis, Data Collection Procedure, Presentation of Data, Data Validity and Reliability and

Ethical issues in research.

3.1 Research Design

The researcher used a cross sectional study designed with both qualitative and descriptive

approaches. Descriptive and analytical data is found suitable since this provided the researcher a

clear understanding about the effect of performance appraisal on the performance of Employees

at GM Tumpeco Uganda Limited.

3.2   Study Population

The study was carried out in Nakawa Division. The study covered people like; newly recruited

and retired employees, management staff, past clients and present clients. Since the type of

information required is qualitative in nature, purposive sampling was the most appropriate to use.

3.3 Sample Size

The targeted respondents were be made up of 10 newly recruited employees, 15 retired employees, 10 from the management staff,10 past clients and 15 present clients making a total of 60 people. These were selected using purposive sampling, this is a deliberately non-random method of sampling, which aims to sample a group of people or settings, with a particular characteristic, usually in qualitative research design. It was used so as to attain information from the parties.

3.4 Data Source

The researcher used both primary and secondary sources of data.

3.4.1   Primary data

Data was collected from the field which was obtained mainly by administering questionnaires and interviews to the respondents.

3.4.2   Secondary Data

Data was obtained from published materials, which includes; journals, magazines, online materials, internal reports and newspapers. They included among others; minutes, internal and managers' reports of Delight Company Uganda Limited, which talks about motivation on employee performance.

3.5 Instruments of Data Collection

The researcher used a number of data collection instruments like; questionnaires and interviews.

3.5.1 Quantitative Tool of Data Collection
Questionnaires

The researcher designed self-administered questionnaires which were distributed to selected companies' employees and clients. Such questionnaires were designed to meet the needs of Companies'; newly recruited and retired employees. The completed questionnaires were picked from respondents for analysis.

3.5.2 Qualitative Method of Data Collection
Interviews

The researcher designed appropriate questions relating to the topic of discussion and then present the questions to companies' respondents like; employees and management staff while noting down the responses in the research book. The collected responses were then be analyzed.

3.6 Data Processing and Analysis

Data was collected, then sorted out using SPSS and a summary was be made. Data was then classified into the main elements in the data that was in relation with the research being undertaken. Such elements include; descriptive and statistical approaches in processing and analyzing the data. Data was then reviewed and assessment will then be made on the impact of Motivation on the performance of Employees in Kawempe division.

3.7 Data Collection Procedure

The research was conducted after getting permission from the university and an introduction letter was carried from the faculty office. Data was collected by the use of questionnaires which were distributed to the respondents and then collected after. For those respondents that do not understand the English language, interpretations were made in order to help them (respondents) give accurate information.

3.8 Presentation of Data

Presentation was basically through use of descriptive words. The study was presented in the chapters; introduction, literature review and research methodology.

3.9 Data Validity and Reliability

3.9.1 Data validity

Data validity was ensured through piloting (trial survey). It is from the pilot study that the researcher asked a series of questions and often looked for answers from respondents. The pre-tested his instrument by developing Questionnaires which was filled in by some people and answers were to be obtained. Sometimes the researcher asked some direct questions with an intention of getting responses from respondents. The questions can be adjusted according to the results of the pre-test study.

3.9.2 Data reliability

The researcher looked at the extent to which the results are consistent over time and an accurate representation of the total population under the study. The researcher ensured that there is no question that can be misunderstood by the respondents so that they are not answered differently which may result into low reliability. This was be done through giving assistance to some respondents as regards to interpretation of certain questions that may be confusing to them.

3.10 Ethical issues in research

The researcher ensured that there was confidentiality during the research study as much as possible where it would be necessary. The researcher also ensured that people give out answers willingly without any form of bribe or payment.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter presents the findings of the study, the findings relating to the discussion, analysis

and presentation as revealed by the field survey conducted by the researcher. Both primary and

secondary data were used. The findings are presented in percentage tables, bar graphs, pie charts

and line graphs. The presentation is guided by the following objectives;to find out the effect of

managers appraisal on the performance of Employees at GM Tumpeco Uganda Limited, to

establish the effect of self- appraisal on the performance of Employees at GM Tumpeco Uganda

Limited and to find out the effect of team appraisal on the performance of Employees at GM

Tumpeco Uganda Limited.

4.1 General Background Information

This section presents the general characteristics of the respondents. These include; sex, age

brackets, educational level,

4.2 Gender Distribution of the Respondents

The study established the gender or sex of the respondents who were interviewed and answered

questionnaires. Figure 1 shows the findings.

Figure 2 showing Gender Distribution of Respondents

Gender of Respondents
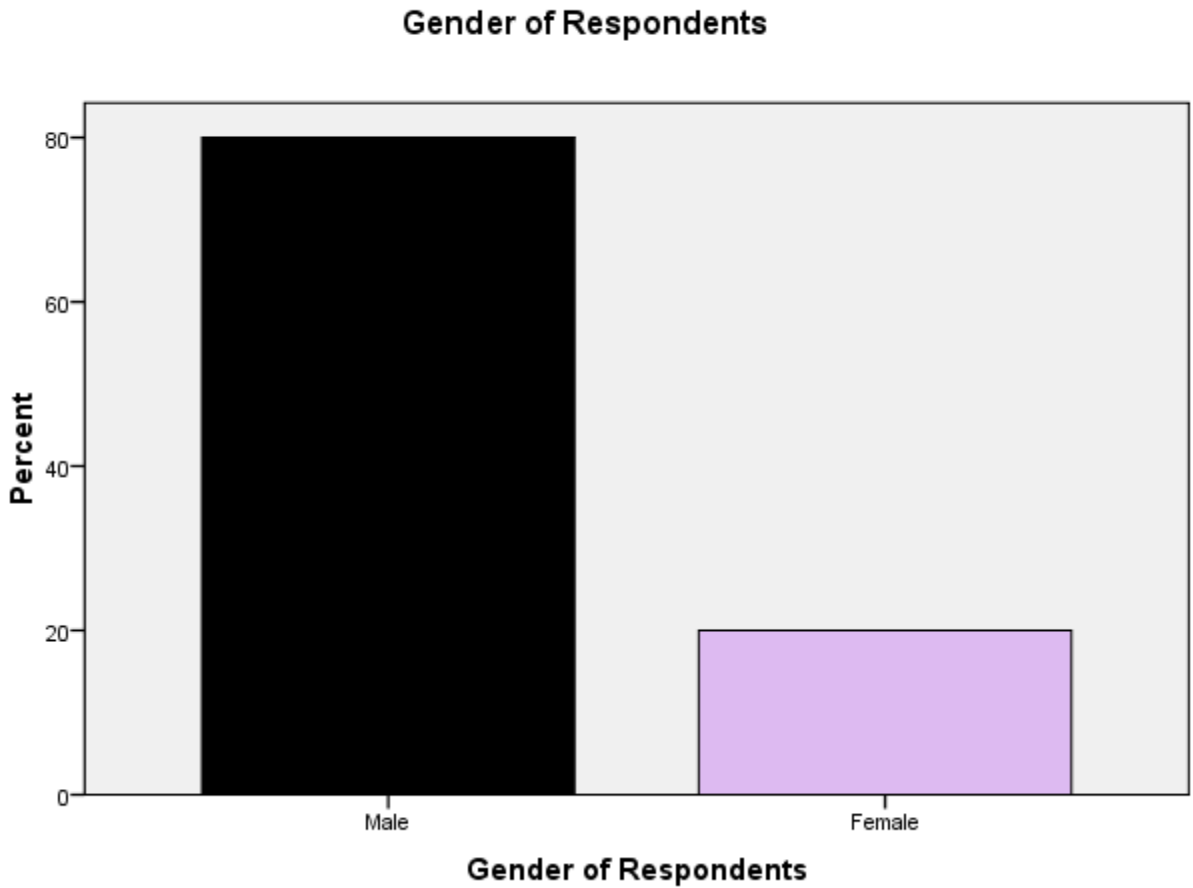
Source: Primary data, 2015

From figure 1 above, 80% of the respondents were found to be male and 20% were found to be female. This implies that majority of the people who work and interact with GM Tumpeco Ug. Ltd. comprise of a group of male.

4.2.1 Age bracket of the respondents
The study also established the age bracket of the respondents that mostly who work and interact with GM Tumpeco Uganda Limited. Figure 2 shows the findings.

Figure 3 showing the findings

Age btacket of Respondents
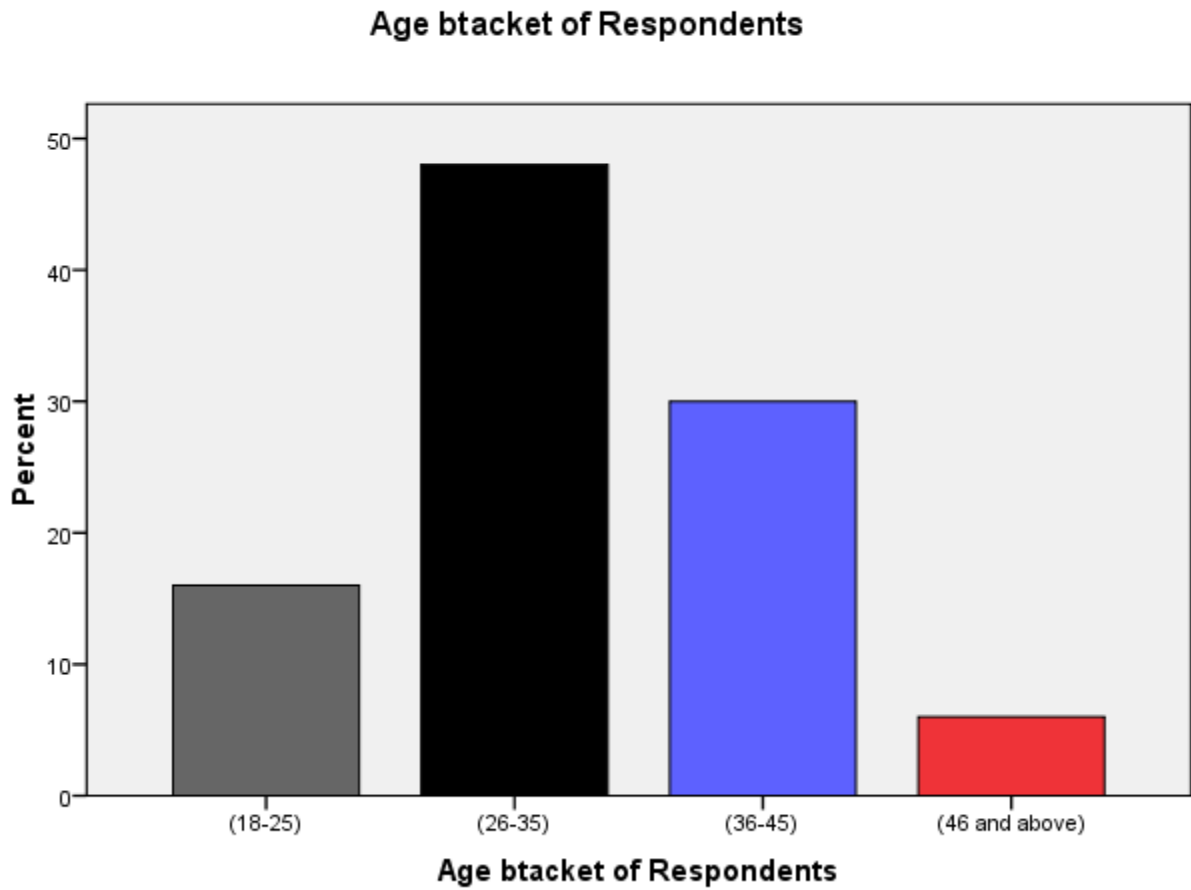
Source: Primary data, 2015

From figure 2 above, 48% represented the age bracket of (26-35) years, 30% represented the age bracket of (36-45) years, 6% represented the age bracket of (26 and above) years and 16% represented the age bracket of (18-25) years. This signifies that majority of the respondents were in the dynamic, enterprising, risk taking and working class age of (26-35) years.

4.2.2 Education Background of the Respondents

The study required to examine if there was a link between the level of education attained by the respondents and the use of GM Tumpeco Company Uganda Limited services. The respondents had different educational levels namely; primary, secondary, certificate, diploma, degree and masters. Table 1 shows the findings.

Table 1 showing the Education Background of the Respondents

Highest level of Education of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary	5	10.0	10.0	10.0
	Secondary	7	14.0	14.0	24.0
	Certificate	13	26.0	26.0	50.0
	Diploma	15	30.0	30.0	80.0
	Degree	8	16.0	16.0	96.0
	Masters	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

Source: Primary data, 2015

From table 1 above; 14% were secondary school drop outs, 26% were certificate holders, 10% were primary school levellers, 30% were diploma holders, 16% were degree holders and 2% were masters holders. This implies that majority of GM Tumpeco Company's workers attained educational level though the most prominent people were the diploma holders.

4.2.3 Dealings with GM Tumpeco Uganda Limited

The study also examined whether people dealt with GM Tumpeco Uganda Limited or not. Figure 3 shows the findings.

Figure 4 showing dealings with GM Tumpeco Uganda Limited
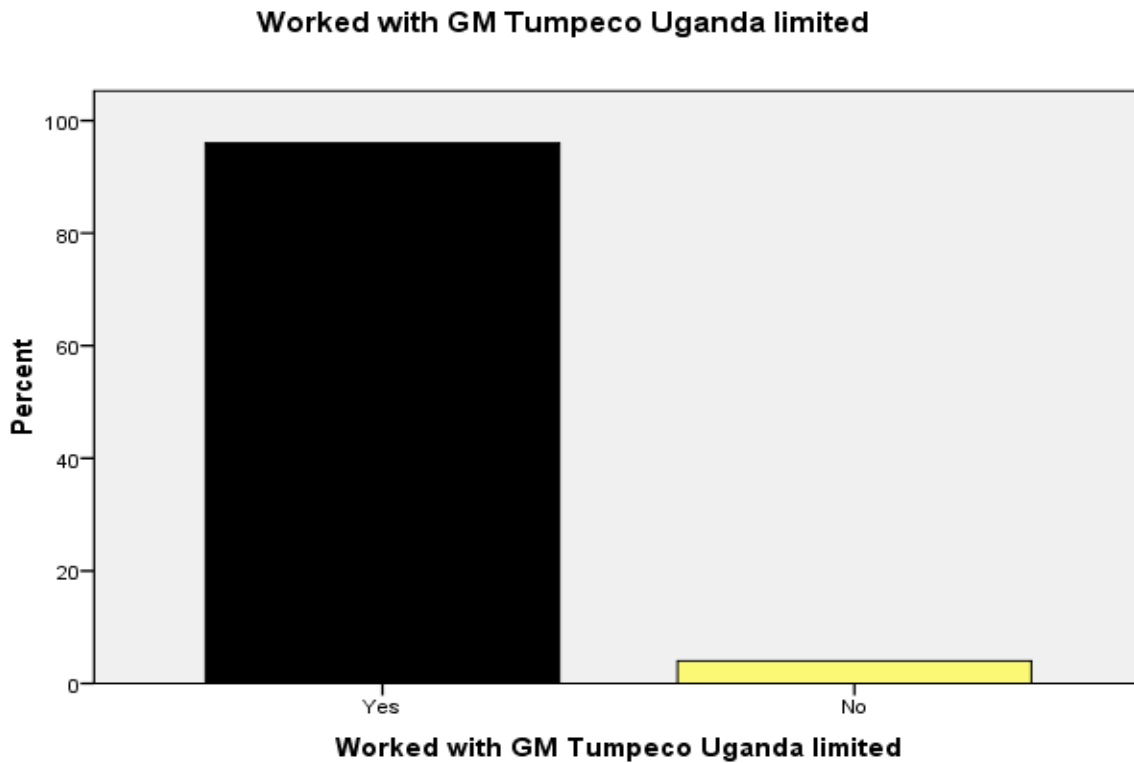
Source: Primary data, 2015

From figure 3 above; 96% of the respondents dealt with GM Tumpeco Uganda Limited while

4% had no dealings with the company. On average, this implies that most of the respondents dealt with the company.

4.2.4 Period of dealing with GM Tumpeco Uganda Limited
The study established extent to which people dealt with the company. Figure 2 shows the findings.

Table 2 showing period of dealing with GM Tumpeco Uganda Limited
    Period spent when working with GM Tumpeco Ug. Ltd.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-6 months	4	8.0	8.0	8.0
	6-12 months	5	10.0	10.0	18.0
	1-3 years	23	46.0	46.0	64.0
	4-10 years	16	32.0	32.0	96.0
	11 years and above	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

    Source: Primary data, 2015

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From table 2 above; 46% of the respondents dealt with the company for 1-3years, 32% of the respondents dealt with the company for 4-10years, 10% of the respondents dealt with the company for 1-6months, 8%of the respondents dealt with the company for 6-12 months and 4% of the respondents with the company for 11 years and above. This implies that majority of the respondents dealt with the company for quite a long period of time, that is; 1-3years and 4-10years.

4.2.5 Position held in GM Tumpeco Uganda Limited
The study also established the position held by the respondents who answered the questionnaires and those who were interviewed. Figure 5 shows the findings.

Figure 5 showing the position held in GM Tumpeco Uganda Limited

Position held in GM Tumpeco Ug. Ltd.
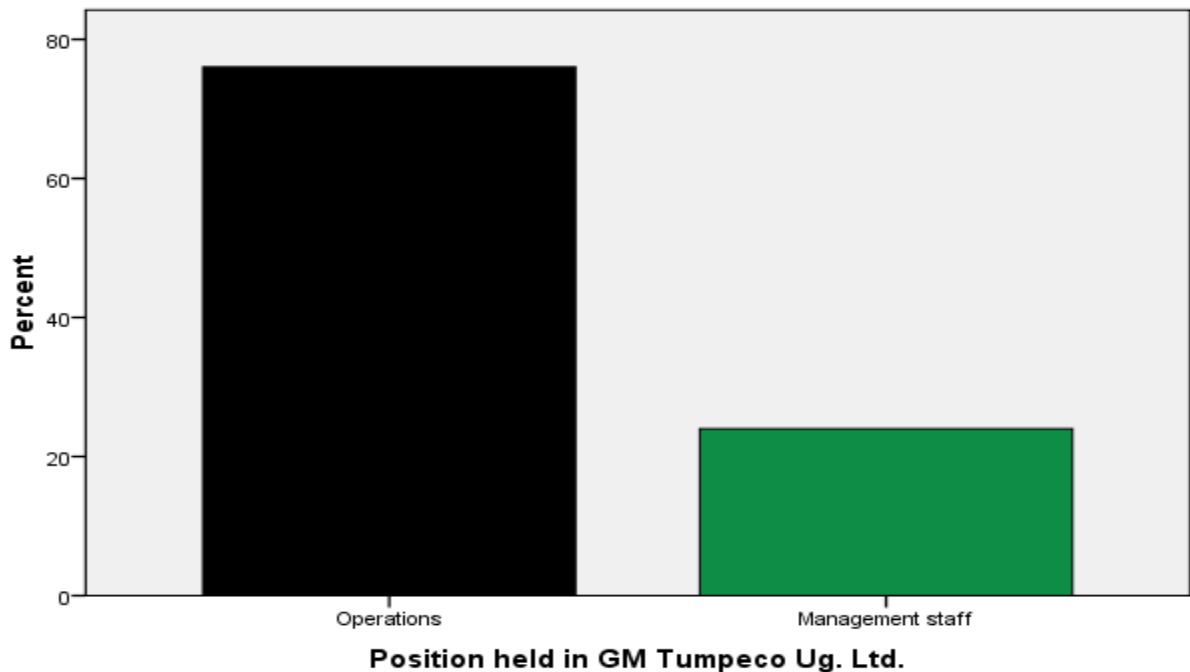
Source: Primary data, 2015

From figure 5 above; 76% of the respondents were employees while 24% of the respondents were management staff. This signifies that the study mostly covered majority of employees who were the biggest sample size.

4.3 Appraisal Methods used in connection with employee performance
The study also established the methods of appraisal used in connection with employee performance. Table 3 shows the findings.

Table 3 showing the Appraisal Methods used in connection with employee performance
Appraisal Methods used in connection with employee performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Essay Appraisal	15	30.0	30.0	30.0
	Critical-Incident Appraisal	10	20.0	20.0	50.0
	Ranking Method	4	8.0	8.0	58.0
	Paired Comparison Approach	8	16.0	16.0	74.0
	Checklist Appraisal	7	14.0	14.0	88.0
	Management By Objective (MBO)	4	8.0	8.0	96.0
	Others	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

Source: Primary data, 2015

From table 3 above; 30% of the respondents supported essay appraisal as a method of appraising employees, 20% supported critical incident appraisal, 16% supported paired comparison approach, 14% supported checklist appraisal, 8% supported management by objective, 8% supported ranking method and 4% supported other methods of appraisals. This implies that appraisal methods are put into consideration when considering performance of employees with essay and critical incident appraisal as the most prominent methods.

4.4 Relationship between Managers or supervisor appraisal on Employee performance
The study also assessed the relationship between managers or supervisor appraisal on employee performance. Table 4 showing the findings.

Table 4 showing the Relationship between Managers or supervisor appraisal on Employee performance

Relationship between Managers or supervisor appraisal on Employee performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Assessing performance	9	18.0	18.0	18.0
	Providing constructive feedback	22	44.0	44.0	62.0
	Identifying areas for improvement	17	34.0	34.0	96.0
	Others	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

Source: Primary data, 2015

From table 4 above;44% of the respondents supported providing constructive feedback as a consideration for manager appraisal, 34% supported identifying areas for improvement, 18% supported assessing performance and the rest supported others. This implies the manager appraisal is of effect on performance of employees with providing constructive feedback as the most prominent manager appraisal.

4.6 Strategies considered to increase the accuracy of self-appraisals
The study also established the strategies to be considered so as to increase the accuracy of self-appraisals. Table 5 shows the findings.

Table 5 showing Strategies considered so as to increase the accuracy of self-appraisals

Strategies considered to increase the accuracy of self-appraisals

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Using clear definitions of performance criteria	26	52.0	52.0	52.0
	Ensuring employees receive regular feedback	13	26.0	26.0	78.0
	Informing employees that their ratings will be checked	9	18.0	18.0	96.0
	Others	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

Source: Primary data, 2015

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From table 5 above; 52% of the respondents supported using clear definitions of performance criteria as the strategies to be considered so as to increase the accuracy of self appraisals, 26% supported ensuring employees receive regular feedback, 18% supported informing employees that their ratings will be checked and 4% supported other strategies to be considered so as to increase the accuracy of self appraisals. This signifies that self appraisal has gotten an impact on employee performance with clear definitions of performance criteria the prominent strategy.

4.7 Relationship between Team appraisal and Employee performance
The study also established the relationship between team appraisal and employee performance.

Table 6 showing the Relationship between Team appraisal and Employee performance

Relationship between Team appraisal and Employee performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Coworkers can provide valuable feedback on performance	26	52.0	52.0	52.0
	Coworkers are often aware of different aspects of employee's performance	13	26.0	26.0	78.0
	Worker's performance evaluations tend to be more reliable	9	18.0	18.0	96.0
	Others	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

Source: Primary data, 2015

From table 6 above; 52% of the respondents supported co-workers can provide valuable feedback on performance, 26% supported aspects of employee's performance. 18% supported worker's performance, 4% supported other team appraisals. This implies that team appraisals have gotten a valid effect on employee performance with co-workers can provide valuable feedback as the most prominent appraisal of team on performance of employees.

4.8 Productivity has an influence on employee performance

The study also identified whether productivity has an influence on employee performance. Table 7 shows the findings.

Table 7 showing that Productivity has an influence on employee performance

Productivity has an influence on employee performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	47	94.0	94.0	94.0
	No	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

Source: Primary data, 2015

From table 7 above; 94% of the respondents supported that productivity has an influence on employee performance while 6% supported that productivity has no influence on employee performance. On average, this signifies that productivity has gotten an influence on employee performance.

4.9 Ways of measuring employee performance

The study also identified the various ways of measuring employee performance. Table 8 shows the findings.

Table 8 showing the measures of employee performance

Ways of measuring employee performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Quantity	14	28.0	28.0	28.0
	Quality	11	22.0	22.0	50.0
	Timeliness	6	12.0	12.0	62.0
	Cost effectiveness	8	16.0	16.0	78.0
	Absenteeism or tardiness	5	10.0	10.0	88.0
	Adherence to policy	3	6.0	6.0	94.0
	Others	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

Source: Primary data, 2015

From table 8 above; 28% of the respondents supported quantity as a measure of employee performance, 22% supported quantity, 16% supported cost effectiveness, 12% supported timeliness, 10% supported absenteeism or tardiness, 6% supported Adherence to policy and the rest supported other ways of measuring employee performance. This signifies that employee performance can be measured with quantity and quality as the most prominent ways of measuring employee performance.

4.10 Limitations of Performance Appraisal on employee performance
The study also examined the limitations of performance appraisal on employee performance.

Table 9 shows the findings.

Table 9 showing the Limitations of Performance Appraisal on employee performance

Limitations of Performance Appraisal on employee performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Subjectivity	23	46.0	46.0	46.0
	Some of the techniques are time-consuming and costly	11	22.0	22.0	68.0
	Stress on Individual and not on Performance	6	12.0	12.0	80.0
	Lack of Importance to Self-Development	8	16.0	16.0	96.0
	Others	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

Source: Primary data, 2015

From table 9 above; 46% of the respondents supported subjectivity as a limitation of performance appraisal, 22% of the respondents supported Some of the techniques are time-consuming and costly, 16% supported Lack of Importance to Self-Development, 12% supported Stress on Individual and not on Performance and 4% supported other limitations of employee performance. This signifies that there exist limitations to employee performance with subjectivity as the most prominent limitation to performance of employees.

CHAPTER FIVE

DISCUSSION OF RESULTS, CONCLUSION AND RECOMENDATIONS

5.0 Introduction

The chapter has been designed to give a detailed account to the findings from the study results from chapter four. This helps to draw conclusions as well as recommendations and other areas for future research. The research discussions is according to the study objectives.

5.1 The effect of manager's appraisal on the performance of Employees

The findings from the study revealed that; 30% of the respondents supported essay appraisal as a method of appraising employees, 20% supported critical incident appraisal, 16% supported paired comparison approach, 14% supported checklist appraisal, 8% supported management by objective, 8% supported ranking method and 4% supported other methods of appraisals.

This means that essay appraisal is more effective in GM Tumpeco and it is highly supported. Essay appraisal was highly supported by the Deputy Human Resource Manager who said, in my interaction with him that essays provide an opportunity to the supervisor to describe aspects of performance not thoroughly covered by an appraisal questionnaire.

5.2 The effect of self -appraisal on the performance of Employees

The above findings revealed that; 52% of the respondents supported using clear definitions of performance criteria as the strategies to be considered so as to increase the accuracy of self-appraisals, where as other strategies got other ratings and this signified that self appraisal has gotten an impact on employee performance with clear definitions of performance criteria the prominent strategy

5.3 The effect of team appraisal on the performance of Employees

The findings also revealed that; 52% of the respondents supported co-workers can provide valuable feedback on performance. This implies that team appraisal have gotten a valid effect on employee performance with co-workers can provide valuable feedback as the most prominent appraisal of team on performance of employees.

The above findings assure us that team appraisal provides a very positive impact on the performance of employees because co-workers can provide valuable feedback on performance, particularly where teamwork occurs. Co-workers are often aware of different aspects of an employee's performance that managers or supervisors may not have the opportunity to observe.

5.4 Ways of measuring employee performance

The findings also revealed that; 28% of the respondents supported quantity as a measure of employee performance. Quantity involves the number of units produced, processed or sold is a good objective indicator of performance. For example an employee may be appraised depending on the number of goods or products produced

5.5 Conclusion

There can be many reasons why an employee may not be performing well especially when there is not enough feedback from the appraisal process, bias from supervisors among others. For one thing, the employee may not see the job from a broad perspective and how his or her specific job mixes with other jobs in the organization. Employees don't fully and clearly understand what is expected of them which could lead to their not appreciating the level of performance quality that's required. Another source of poor performance may be employees never having been clearly told which aspects of their jobs have top priority.

5.6 Recommendation

The study findings yielded the following recommendations in view of the effect of Performance appraisal on the performance of Employees at GM Tumpeco Uganda Limited.

Management should ensure that the supervisor writes a description of the employee's performance. Management should also ensure that essay appraisal is put into consideration so as to provide an opportunity for supervisors to describe aspects of performance not thoroughly covered by an appraisal questionnaire without bias. Some managers are biased and thus end up speaking ill of employees thus poor performance appraisal.

Management should also ensure that the supervisor keeps a record of incidents thatshow positive and negative ways the employee has acted; the supervisor uses this record to assess the employee's performance.

Management should also ensure that the oldest and simplest method of performance appraisal where the employee is ranked from the highest to the lowest or from best to the worst is put into consideration. Thus, if there are ten employees the Best employee is given the first rank and the worst employee in the group is given the tenth rank.

Management should also ensure that managers and supervisors have roles in performance appraisal: "Judge" assessing performance "Coach" providing constructive feedback and identifying areas for improvement

Management should also ensure that clear definitions of performance criteria are linked to specific, observable behaviors; Information employees and that their ratings will be checked and compared to other sources of appraisal and Ensuring employees receive regular feedback on their

performance.

Management should also ensure that Coworkers provide valuable feedback on performance, particularly where teamwork occurs. Coworkers are often aware of different aspects of a employee's performance that managers or supervisors may not have the opportunity to observe.

Management should also ensure that Quantity is taken into consideration as a measure of performance which involves the number of units produced, processed or sold is a good objective indicator of performance. For example, an employee may be appraised depending on the number of goods or products produced.

5.7 Areas for Further Research
From the study conducted, findings achieved, the researcher recommends further research in the following areas;

- The effect of reward system on employee performance.

- The impact of job satisfaction on employee performance.

- The effect of staff training on employee performance.

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