FACTORS AFFECTING THE EFFECTIVENESS OF PERFORMANCE APPRAISAL FUNCTION AT THE TANZANIA ELECTRIC SUPPLY COMPANY LIMITED (TANESCO)

By

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A Dissertation Submitted to Mzumbe University- Dar es Salaam Campus College in Partial Fulfilment of the Requirement for the Award of the Degree of Masters of Science in Human Resource Management (MSC HRM) of Mzumbe University

2014
CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a Dissertation entitled Factors Affecting the Effectiveness of Performance Appraisal Function: The case of Tanzania Electric Supply Company Limited, in Partial Fulfilment of the requirements for award of the degree of Masters of Human Resource Management of Mzumbe University.

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DEDICATION

First and foremost I like to dedicate this work to the one and above all of us, the GOD Almighty for the strength and health during this research until it is done, and my beloved mother, for her continual supporting and encouragement during my studies.
**LIST OF ABBREVIATION**

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>HRM</td>
<td>Human Resource Management</td>
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<td>HRO</td>
<td>Human Resource Officer</td>
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<td>NAHT</td>
<td>National Association of Head Teachers</td>
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<td>OPRAS</td>
<td>Open Performance and Review Appraisal System</td>
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<tr>
<td>RBM</td>
<td>Results Based Management</td>
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<tr>
<td>SPSS</td>
<td>Statistical Package for Social Sciences computer software</td>
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<td>TANESCO</td>
<td>Tanzania Electric supply Company Limited</td>
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ABSTRACT
This study aimed at examining the factors that affect the effectiveness of Performance Appraisal Practice in the working organizations and Tanzania Electric Supply Company (TANESCO) as a case study. In order to carry out this study, data were collected using questionnaires, interviews and documentary analysis and were analyzed with the help of SPSS software programme.

Total respondents were 45; 7 leaders and 38 non leaders and had been obtained through simple random, stratified random and purposive sampling procedures.

The study revealed that performance appraisal at TANESCO was less effective due to lack of knowledge about the appraisal system, low top management support, ineffective performance feedback mechanism in the Performance Appraisal process, However Performance Appraisal was crucial in addressing institutional as well as staff member needs if effectively regularly and timely done in a participatory manner.

From the study numbers of policy implications can be done; the management through the human resource department should organize and elaborate regular training program for both managers (appraisers) and employees (appraised) on the performance appraisal process, setting of performance standards, and also keeping and maintaining accurate records of employee’s performance. The performance appraisal system should be redesigned to embrace a proper communication channel through performance interview for feedback on the performance appraisal results. Management should ensure good performance is rewarded.

Also by improving the chance of employee’s participation the sense of ownership can be created. This means that TANESCO should emphasize on employees voice system.
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CHAPTER ONE
PROBLEM SETTING

1.1 Introduction
This chapter presents background of the study, statement of the research problem, research objectives, research hypothesis, as well as significance of the study.

1.2 Background to the study
Too often performance appraisal has been operated as a top-down and largely bureaucratic system owned by the HR department rather than by line managers hence it has been discredited by employees, which results to negative attitude towards the whole system.

Although TANESCO is invariably enjoying a monopoly in the industry, its performance, depends on the performance of its human resources; to enable generate, transmit and supply electricity in the most effective, competitive and sustainable manner possible, at affordable tariffs to an expanded and satisfied customer base. Therefore effective and efficient employee performance management is a matter of absolute necessity for the organizational performance and long term survival.

Armstrong (2006) assumed that performance appraisal is the same thing as performance management. But there are significant differences. Performance appraisal can be defined as the formal assessment and rating of individuals by their managers at usually an annual review meeting. In contrast, performance management is a continuous and much wider, more comprehensive and more natural process of management that clarifies mutual expectations, emphasizes the support role of managers who are expected to act as coaches rather than judges, and focuses on the future.

Shivji (1986) argued that, during colonial error there was no formal system of evaluating employees as far as their performance was concerned; instead people were forced to work through laws, taxes, and imprisonment and even through bodily punishment.
The situation at the work place did not change much even after independence in many formerly African colonized countries, including Tanzania. As a result there was no significant change as far as the carrying out of various human resources functions including Performance Appraisal are concerned. Thus, the system of appraising employees inherited was that of secretive in nature; to an extent that even the appraised had no access to the information regarding his/her performance Appraisal report.

Performance Appraisal System, which has replaced the traditional secretive approach of appraising employee, has been in place since 1965. The current policy is Open Performance Review and Appraisal System that has taken on board since 2004 came out with the following performance appraisal aspects into consideration

(i) Every employee shall be given a job description incorporating specific, measurable objectives for the results they are to achieve in the following 12 months.

(ii) Employees shall be given feedback at regular intervals of not less than six months on their performance against the objectives.

(iii) A written performance assessment shall be completed each year, and its contents discussed between the employee and his or her reporting officer.

(iv) The employee shall have the opportunity to comment in writing on the report, and shall be given a copy of the report on completion.

(v) All performance reports shall be reviewed by Human Resource and heads of Independent Departments to ensure fairness and common reporting standards.

However, after independence there were some minor changes as far as the organizations’ management and industrial relations are concerned. For instance, the introduction of the Africanization and indigenization policy demanded that all European and Asian employees be removed and replaced by indigenous Tanzanians. Thus employees were evaluated on the basis of their race, colour, or citizenship. That is, evaluation of employees on the basis of performance was completely ignored; (Katunzi, J, 1989).
The Government through Civil Service department introduced the Performance Appraisal System to replace the traditional confidential approach of appraising employees. Unfortunately, most traditional reviews put managers into the position of uncomfortable judges, allegedly telling employees how their work either fits the organization or does not. Possibly because of this, most traditional reviews are not better that the managers of the hit judgments, and some may be illegal; (Mahendeka, 2004).

Because of these problems, new types of reviews are coming into play. Most people consider evaluations not for raises, promotion, or bonuses, but for growth, development and communication. Communication is the most important aspect in every case between the employer and employee, two-way communication, is needed for higher performance.

Performance management has been tried to be applied in Tanzania through different ways such as OPRAS and 360 degrees feedback system.

The new approach introduced system i.e. Open Performance Review and Appraisal System (OPRAS) requires public servants’ participation in the process of choice and setting goals and standards/criteria, designing appraisal instrument, receiving feedback on their performance appraisal, and to be given opportunity to influence their appraisal grades. OPRAS comprises two mains aspects; first, performance records are treated openly to appraise. Secondly, it provides performance feedback which is a useful basis for assisting employee to improve on his/her performance (URT, 1999).

Historically, performance appraisal in the UK originated mainly in the public sector of employment-the armed forces and the Civil Service. Now, formal approaches to performance appraisal are widely used in the majority of work organizations in both public and private sectors. The details of these formal schemes vary considerably, depending on the purposes and preferences of individual work organizations. These differences are reflected in terms of the format of reports, degrees of confidentiality and openness, who conducts the appraisal, the level of participation by those being appraised, the nature of appraisal discussions between those appraising and those
being appraised, and how the information is used, for example in rewards, promotion and training decisions; (Shaun 2006)

By the 1970s performance appraisal was becoming accepted as good management practice in the UK. National economic development papers recommended it, and the Institute of Personnel Management (now CIPD) published advice on how to carry it out. However, many appraisal systems still failed to meet expectations and some were abandoned. Many of the problems of appraisal appear to be related to issues of application as much as design; (Robert E, 2005)

Another relatively early strand in performance management was management by objectives, defined by Humble (1972) as ‘a dynamic system which seeks to integrate the company’s need to clarify and achieve its profit and goals with the manager’s need to contribute and develop himself’. Today performance management appears well established and applied in a variety of commercial and public sector settings with guidance being given by a range of professional bodies for its use in their fields. For example, the National Association of Head Teachers produced its own guidelines for the practice of performance management some 14 years ago now (NAHT, 1991).

1.3 Statement of problem

Performance management was adopted to replace old performance appraisal system. In the old system, assessment of the performance individuals involve the use of confidential forms and hence subordinates did not get the chance to discuss with their superior about their performance.

The primary objective of any work organization is to attain its goals (Sparrow & Hiltrop, 1994). The organization objectives and strategies establish the picture of what are the reasons of organization existence. Managers design roles to employees, which draw the specific expectations from their performance, and continued verification through the performance appraisal function

Strategies for managing performance exist to develop a high performance culture and achieve increased organizational effectiveness, better results for individuals and team, and higher level of skills, competence, commitment and motivation.
Managing performance is a continuing responsibility for managers and team leaders. It is not achieved by a once a year performance but may need guidance and support in doing so.

The new Open Performance Review and appraisal system (OPRAS) introduced at an organization and it has been operated at many company ever since. This entails a structured formal interaction between a subordinate and a supervisor that usually takes the form of a periodic interview in which the work performance of the subordinate is examined and discussed, with a view of identifying weaknesses and strengths as well as opportunities for improvement and skills development.

Since Performance appraisal is new to Tanzania very little is known about it. It is at this reason this study is entailed to determine the “Factors affecting the effectiveness of performance appraisal function to the operational and utilization of OPRAS in all its aspect at TANESCO.

1.4 Research objectives

1.4.1 General objective

The general objective of this study was to investigate the factors for the ineffectiveness of current system of Performance Appraisal applied at TANESCO and its effect on employees’ commitment in the organization.

1.4.2 Specific objectives

In order to accomplish this general objective, the study focused on the following specific objectives.

(i) To investigate TANESCO Managers’ and employees’ perception on the importance on the Performance Appraisal process.

(ii) To investigate factors that hinders the effectiveness of OPRAS at TANESCO.
To determine if training of Managers and Supervisors on how to conduct performance appraisal will have important to the effective management of the performance appraisal practices.

To examine effort applied by TANESCO management to apply performance appraisal function.

1.5 Research questions
The study aimed to answer the following questions:

(i) What is the managers’ and employees’ perception on justice in the performance appraisal system at TANESCO?

(ii) Do you think the performance appraisal is achieving its objectives?

(iii) Does organization provide performance appraisal feedback?

(iv) What are the factors which hinder the effectiveness of the OPRAS at TANESCO

1.6 Significance of the study
Through the understanding of factors for ineffective performance appraisal the study broadens and deepens theoretical and empirical understanding of the subject.

The study also saw the importance of Performance Appraisal as one of the major processes essential to promote a productive and committed workforce and ensure a challenging and rewarding work environment.

Effective utilization of OPRAS will enable TANESCO to improve individual’s responsibilities and organization performance as well.

Through the research, which has been undertaken concerning the study topic, Policy can be introduced in relation and application of an effective Performance Appraisal Process.

The study contributed to the empirical literature providing a clear picture of the factor that affect the application of employees’ performance Appraisal.
Policy Maker will be able to use the obtained findings to find out further study on the factors that affect application of OPRAS in public institutions.

1.7 Limitations of the study
The first limitation lies on time factor: Due to time factor, the researcher was not able to interview many staffs to get as many views over the issue of performance appraisal at their working place.

Fund is also another limitation: Funds are always not enough therefore; Funds allocated to conduct research were not enough to cover all requirements of the research study.

Privacy of an organization: It was very difficult and in some cases completely impossible to have access to some of information which was very usefully for researcher while classified as confidential by the organization.

Coverage area: Since the organization spread country wide, it was difficult to reach all areas and getting the views of the staffs regarding Performance Appraisal in their working place hence the selection of Same and Nyumba ya Mungu as the case study.

Since the organizations had busy and tight work schedules and some staffs afraid to respond to the questionnaire and interview hence difficult to get required data.

1.8 Scope of the study
The study conducted in Same district and Mwanga both, in Kilimanjaro Region. The study done at two TANESCO Offices that are, Same and Nyumba ya Mungu. The offices selected because one office deals with generating electric while the other distribute to the customers, hence the researcher wanted to discover the factors that hindering the effectiveness of Performance Appraisal function in the Organization.

However, the study included other aspects related to this concept such as how Hrs from such a big company plays their role professionals and perception of both parties (appraisers and appraises) towards the process. Therefore, the focused issues had been covered in this study.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

Literature review is an account of what has been published on a specific subject by other scholars and researchers. Literature review emphasis should be on synthesizing and critiquing the existing research findings, which are relevant to the work that is intended to be carried out. It provides an insight to research on what has already been done in other selected fields, pinpointing its strengths and weaknesses. This information guides the researcher in the formulation of theories that will address identified gaps.

Jamal and Kamuzora (2008) defined literature review as the process which include reading, evaluating, describing, summarizing, discussing, citing and synthesizing various documents with information related to the problem under investigation with an intention of incorporation them in your study.

Performance Appraisal is one of the core functions of Human Resources Management. Human resources Management is concerned with activities intended to influence the effective utilization of human resources in the performance of work organization. These activities are aimed at security, retaining, and directing the people in an organization to achieve corporate strategic objectives. Human Resources Management is therefore a strategic approach to the management of people in the work organization.

According to Ngorwa (2000) there are several functions of Human Resources Management. Some of these functions are planning, recruitment, orientation, training and development, Performance Appraisal, compensation, safety and health, and labour relations.

Tznier (2000) argues that once an organization has recruited its employees, oriented them and set them to work, the next stage is the evaluation of their quality of their performance to know if the employees real deliver what a firm from them expects.
This suggests that performance appraisal is conducted after human resources planning, recruitment and orientation functions.

2.2 Theoretical and conceptual Review

2.2.1 Definition of the key concept

Performance appraisal is a process of assigning judgmental value to the performance of an employee during a given period of time; (Ngirwa, 2000)

Gupta, (2000) defines Performance Appraisal as the process of assessing the performance and progress of an employee or a group of employees on a given job and his potential for future development.

According to Lansbury and Quince (1988) Performance Appraisal is define 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 and Offering carrier guidance”. In most of organization of these centuries hire employees for profits oriented only. Employers always think on output and not consider how the process of development carried out by employees. Employees are the ones who are day to day workers of the organization therefore if organization could have a time to recognize their contributions, provide feedback for their performance and offer career guidance they could have been in position of motivating them to work harder to deliver even beyond the organization expectations.

Generally, performance appraisal is a process by which degree of accomplishment of the tasks that makes up an employee’s job is measured. It reflects how well an employee is fulfilling the requirement of a job by assessing and rating individuals by managers. However in studying factors that hinder the effectiveness of performance appraisal, it is wise to do so with an understanding that performance appraisal operates within social context in which a manager on one hand assigns a job to an employee and an employee on the other hand performs the function, and ultimately the manager assesses the employee according to the job assigned to the employee,
and therefore both the employees and the managers do influence and influenced by the performance appraisal process.

The concept of Performance appraisal is complex in its content that can be viewed in different ways in terms of theory, approach, or the process employed. It is influenced not only by economic aspects but also by sociological, political, psychological, ethical, religious and cultural values. Here below are the processes, theories and approaches adopted to facilitate the discussion.

2.2.2 Performance Appraisal Process

According to Gupta (2000), Performance Appraisal process includes establishing performance standards, communicating the standards, measuring the actual performance, comparing the actual with the desired performance and discussing the results as described below:

(i) Establishing performance standards

The agreement is reached at this stage on how performance will be measured and the evidence that will be used to establish levels of competence. It is important that these measures and evidence requirements should be identified and fully agreed because they will be used by individuals as well as managers to monitor and demonstrate achievements, (Armstrong 2006)

In this step the definition of the requirements for effective performance in order to provide the criteria without which sound and systematic judgment cannot be made, (Shaun 2006)

Standards should be SMART and discussed with supervisors to ensure all relevant factors have been included

(ii) Communicating standards and expectations

The established standards should well communicate to ensure that the employees know them all. Shaun (2006) explain that, In this stage the purposes of the scheme should be defined and published as a basis for effective practice, It provides the basis for regular and frequent dialogues
between managers and individuals about performance and development needs.

(iii) **Measuring the actual performance**

Measurement is an important concept in performance management. It is the basis for providing and generating feedback, it identifies where things are going well to provide the foundations for building further success, and it indicates where things are not going so well, so that corrective action can be taken.

Measuring of the actual performance allows managers and individuals to take a positive look together at how performance can become better in the future and how any problems in meeting performance standards and achieving objectives can be resolved.

(iv) **Comparing with standards**

Before the appraisal discussion takes place, the manager and individual member of staff separately work through these headings to answer the main questions, using any notes that they have made throughout the period under review (Shaun 2006)

(v) **Discussing results (Providing feedbacks)**

Armstrong (2006) Managers and individuals monitor performance, ensure that feedback is provided or obtained and analyzed, and agree on any further actions that may be necessary

At this stage the results should be communicated and discussed with the employees.
(vi) **Decision making and taking corrective actions**

The manager leads the discussion and is, therefore, responsible for seeing that it systematically follows the agenda in order to achieve its purpose. At the same time, it is very important that, it should be conducted in an atmosphere that is as informal and relaxed as possible. The manner in which the discussion is conducted is extremely important. The manager is ‘in the chair’, but if performance appraisal is intended to help to improve performance, to develop individuals and to improve communication, then the discussion needs to be an open two-way exchange of perceptions and not a managerial monologue; (Shaun 2006)

Through discussion with employees, the steps required to improve performance are identified and initiated.

The discussion of the performance appraisal process model is valuable to the study since effective Performance Appraisal requires clear processes, procedures, enabling institutional and legal framework

**2.2.3 Modern approach of Performance Appraisal**

The modern approach to Performance Appraisals includes a feedback process that strengthens the relationships between superiors and subordinates and improves communication through the organization. It is future oriented approach and is developmental in nature has made the Performance Appraisal process more formal and structured. Employees participate in the process of setting performance goals and standards/criteria, design of appraisal instrument, receive feedback on their Performance Appraisal, and are given opportunities to view and influence their appraisal grades.

The approach considers the importance of employee’s participation in the process of choice and setting of performance goals and standards, design of appraisal instrument, and feedback mechanism on their Performance Appraisal process
2.2.4 Performance Appraisal Theories

(i) Goal setting theory

It is argued that clarity of goals is the key foundation of performance management which enabling the employee to understand what is expected from them and the order of priorities by considering aligning of organization goals and the individual, performance may suffer as described by the goal setting theory originally developed by Locke in 1968. In his 1968 article “Toward a Theory of Task Motivation and Incentives,” Locke states that employees are motivated by clear goals and appropriate feedback.

Armstrong (1984) state that, The fundamental purpose of performance management is to get better results from the organization, teams and individuals by understanding and managing performance within an agreed framework of planned goals, standards and competence requirements. It is a process for establishing shared understanding about what is to be achieved, and an approach to managing and developing people in a way that increases the probability that it will be achieved in the short and longer term.

Research to date suggests that for the goals to be motivating they must be sufficiently specific, challenging and set participative. People will do better when they get feedback on how well they are progressing towards their goal because feedback helps to identify the discrepancies between what they have done and what they want to do (Robbins, 2005). On the other hand, participative set goals bring out superior performance. If people participate in goal setting, they are more likely to accept even a difficult goal than if they are arbitrarily assigned it by their boss. The reason is that individuals are more committed to choices in which they have a part (Ali et al, 2002).

Feedback helps to identify the discrepancies between what employees have done and what they want to do, therefore people will do better when they get feedback on how well they are progressing towards their goal (Robbins, 2005). On the other hand, participative set goals bring out superior performance. If people participate in goal setting, they are more likely to
accept even a difficult goal than if they are assigned it by their boss. The reason is that individuals are more committed to choices in which they have a part (Ali et al, 2002).

(ii) **Expectancy theory**

Expectancy theory by Robbins (2005), states that individuals will be motivated to act provided they expect to be able to achieve and that the rewards on offer are valued. It implies that an employee will be motivated to apply a higher level of effort when she/he believes that appraisal effort will lead to a good performance. These reflect that, an individual achieves organization objectives through achieving his own objective (Ngirwa, 2000).

Armstrong (2006) indicates that, performance management is essentially about the management of expectations. It creates a shared understanding of what is required to improve performance and how this will be achieved by clarifying and agreeing what people are expected to do and how they are expected to behave. It uses these agreements as the basis for measurement and review, and the preparation of plans for performance improvement and development.

Following the expectancy mode of motivation, if the objectives that employees are expected to achieve are unclear, if the criteria for measuring those objectives are vague, and if the employees lack confidence that their effort will lead to a satisfactory appraisal of their performance, obviously individual can work below their potential.

(iii) **The ‘equity’ or justice theory**

John Stacey Adams (1963), a workplace and behavioural psychologist, put forward his Equity Theory on job motivation. The theory states that, individuals are motivated to achieve subjectively perceived fairness.

There are similarities with Charles Handy's extension and interpretation of previous simpler theories of Maslow, Herzberg and other pioneers of
workplace psychology, in the theory acknowledges that slight and variable factors affect each individual's assessment and perception of their relationship with their work, and thereby their employer. However, awareness and cognizance of the wider situation - and crucially comparison - feature more strongly in Equity Theory than in many other earlier motivational models. People mentally calculate the benefits and costs for them in relationship. If their behavior is then affected by whether they feel there is equity or inequity they will act to restore equity if there is inequity.

In addition to the supervisor’s perception of the importance of the Performance Appraisal, also affect the effort the supervisor puts into competing the Performance Appraisal accurately. Anderson (2002) supported that, a supervisor’s perception of justice in the Performance Appraisal process is positively correlated with a supervisor accurately completing the Performance Appraisal process.

‘The ‘psychological contract’ is the term used to describe the ‘deal’ between employer and employee, not the legal contract, but the bargain implicitly struck about what each party can expect from each other, and about the obligations each has to the other. The central features are the notions of ‘exchange’ and the reciprocity of a personal relationship. Some employers are reluctant to promise careers, but can offer learning opportunities, which improve the employee’s chances of employability, and they can sometimes offer flexibility in working arrangements. In return they may expect flexibility and commitment on the part of the employee; (Shaun 2006).

(iv) Implementation theory

While there are undoubtedly positively benefits occurring from the uses of Management practices it does not deliver as expected. Numbers of factors always make the process sound in theory, through which solutions have to be offered for the available challenges.

Effectively Implementation of Performance Appraisal system has proved problematic for many organizations. Consideration is required as to time and
resources are to be freed to allow smooth and effective development and implementation.

Successful implementation of the process should comprise relevant conditions that the work should be done according to them. The implementation should also driven in a way of attaining organizations set objectives with availability of employees feedback mechanism of the process.

Meter and (1975) Wrote on implementation theory on Performance Appraisal; “Policy usually originated from top-down; where the top gives directives to the subordinates (implementers) to meet the objectives and standards of the policy. They argue that, the success of any policy implementation depends on the amount of change involved and the extent to which there is goal consensus among participants in the implementation process. They explained six variables in their model that are crucial to the implementation process. These variables are policy standards and objectives; resources; inter-organization communication and enforcement activity; the characteristics of implementing agencies; economic, social, and political conditions and finally the disposition of implementers.

Drawing from the implementation theory of Meter and Horn (1975), independent variables are considered to influence the dependent variables (reform measures) and lead to success or failure. The reform measures selected and assessed are remuneration, recruitment, retrenchment, capacity building, and government expenditure. The success of the policy depends on the proper coordination of policy objectives and goals and the need for enforcement mechanism by superiors to make subordinates comply. Also, the characteristics of the implementing agency in terms of competence and size are necessary condition for successful implementation. As the implementation theory suggests the availability of sufficient resources and specific standards and objective are important since it establishing the criteria for assessing the achievement of the policy.
2.3 **Empirical review**

As can be noted from the various literature sources, little has been systematically researched in the field of employee performance appraisal.

Various publications show that most of the studies have been conducted on feedback, its nature and frequency and how this affects both the subordinate and supervisor.

For instance, research by Longneck (1997) studied on effective of performance Appraisal in the USA. The purpose of the study was to investigate the factors affecting Performance Appraisal. He highlighted that the three most common reasons for failure of appraisal systems were unclear performance criteria or ineffective rating instruments (83%); poor working conditions with bosses (79%) and lack of appraisal information on the managers’ actual performance (75%). Other problems were lack of ongoing performance feedback (67%) and lack of focus on management development/improvement (50%). Smaller numbers identified problems with the process such as lack of appraisal skills (33%) and lack of structure in the review process (29%).

Rao (1979) conducted study on a “Performance Appraisal in public sector” the objective of the study was to know if the Performance Appraisal help to recognize employees strength and weaknesses. On survey of 588 officers of large public sector company in India indicated that about 98 percent of the respondents felt that the appraisal system should help to recognize their strength and weaknesses. A fairly high percentage of them (over 60 percent) recognized that it is very difficult to have objective assessment in any form of appraisal because human factors are always involved. This study focuses on an open performance appraisal program that is based on direct engagement between the appraiser and the appraised.

Rotichi (2001) conducted a study to investigate the factors hindering the effectiveness of Performance Appraisal at Kenyata National Hospital. In his findings he discovered that, the practices of performance Appraisal were neither transparent nor participatory. That is performance Appraisal was secretive and no feedback was given to the appraisees, and in some cases personal biases was reflected in executing the function. Furthermore the study revealed that only 20 percent participated in the
setting and discussing the targets and criteria of evaluation concerned. It is apparent that these findings were based on the traditional trait based performance Appraisal program whose administration was not the same as the program that the present study intends to investigate. This study is proposed to uncover area of investigating the factors that hinder the effectiveness of performance Appraisal in the current open interaction setting and also it shows the great weakness as it shows the performance Appraisal were neither transparent nor participatory hence the process might conducted to the degree of openness as the employees are the one who affect the process and they might provided with the feedback in order to take appropriate action to correct their mistakes if any.

Fanuel (2004) studied on the effective management of Performance Appraisal function. The purpose was to determine and examine factors hindering the effectiveness of performance appraisal function in promoting efficiency and productivity at NIC. Data were collected from 83 respondents by using documentary review, interviews questionnaire and observation. Data analysis was done by using SPSS software. The study revealed that performance appraisal function at NIC was poorly performed. Employees were not aware of the programme, no feedbacks were provided, and only one appraisal instrument catered the whole organization. In that case the approach never obtained the desired objectives. The study proves failure as it didn’t meet the expectation. Therefore I saw the need of deep and deep to find out the factors for the failure of effective performance appraisal.

Chembo (2008) conducted a study on management of performance Appraisal programme in Tanzania. The purpose was to assess how performance appraisal programme was managed in Kwimba District. The data were collected, coded, analyzed and results demonstrated that OPRAS was poorly performed, some of the employees were not aware of the programme, no feedback regarding the performance was provided, and that only one performance appraisal instrument caters for the whole council. Chembo advised that, the Government is supposed to employ more Human Resource management professional in the public service. The findings described the importance of feedback in the appraisal process which is in
this study developed as specific objective. Further qualitative studies are needed in the public organizations and the present study will fill this gap.

Josh (2013) in his research indicated that, Time has change and more companies have decided to change their performance appraisal process and change the annual appraisal process. A lot of organizations has decide to do away with tradition appraisal process which employees were evaluated once a year while they need and want regular feedback (daily, weekly)

The research conducted shows that, companies are ready to see the process of appraising employees go. He insists that, Organization structures in many companies have changed and companies need to be responsive. Organizations have shortage of key talent and keys to success therefore what a company need to do currently is focusing on regular alignment, coaching, creating passion and engagement, and continuous employee’s development.

The researchers saw the important of evaluating employees only when the need of doing so came. The best thing is creating the environment of having regular talk concerning appraisal process and let employees create their own goals and regular basis. People are also inspired and motivated by positive feedback while Performance Appraisal always works against this.

Prepare the employees to understand something about their own performance, and force them to self assess and then match between their self assessment and that of the Organization. As people tend to have a good idea of their own weaknesses and strengths, the management should give them an open opportunity to share it.

Ray (2014) His study revealed that, performance appraisal actually do not improve performance and may actually cause a decline in performance especially when people respond to negative feedback they receive in performance review.

P. Zvavahera (2013) In his journal of “an evaluation of the effectiveness of performance management system on service delivery in civil service, found that, performance appraisal system is not understood even by some of the senior managers, it is an indication that it is weak in its application. In this study it was
observed that the current system was not understood by most employees even after having received training due to its complexity.

It was also observed that the current performance management system (RBM) was not helping to improve service delivery in the civil service. It was concluded that intensive training and workshops for all employees were critical so that employees could understand and appreciate the system. Ownership of the programme is needed to be inculcated in the employees so as to improve service delivery which would lead to a better society through the provision of quality service.

2.4 Research gap

When looking at the study of, Longneck (1997) he found that the appraisal systems were treated as administrative exercise, were ineffective and did little to improve performances of employees in future, though the findings are sound and relatives to the objectives of our study. Findings are not taken conclusively simply because the researcher was quite about the knowledge of employers on performance appraisal and also the study was done in a developed country whereas economy, socially, political and culture differ with Tanzania.

Rao (1979) conducted a research on a “Performance Appraisal in public sector” the objective of the study was to know if the Performance Appraisal help to recognize employees strength and weaknesses.

Among many other researches done, there was still a weakness on their findings, therefore the research putted down a good foundation for studying effectiveness of Performance Appraisal as it considered human as the most part of performance appraisal and also it is comprehensive and relevant to the present organization; though performance appraisal does not only consider the issue of weakness rather it comprise a numbers of issues.

2.5 Conceptual Framework

Conceptual Framework is a research tool intended to assist researcher to develop awareness and understanding of the situation under the study and to communicate this. When clearly articulated a conceptual framework has potential usefulness tools to assist researcher to make meaning of subsequent finding
As shown at in figure 2: 1 below, independent and dependent variables are exchangeable. Example; the results that have to be accomplished should be supported with clear strategies and programs. Also employees should understand what is expected from them and provided with feedback towards the progress of their performance.

Therefore, to understand the factors affects the effectiveness of performance appraisal function in work organizations, establishing a conceptual framework based on what an effective performance appraisal included.
Figure 2.1: Conceptual Framework for Effective Participation of TANESCO Employees in Performance Appraisal Function

Source: Adopted from Locke (1998) and Robbins (2005)
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This chapter explains how the study was designed and conducted. The methodological direction of this research based on the following basis areas: Research design, Study Area, Units of enquiry, Sampling Techniques and sample size, Data collection method and instrumentations and, Data interpretation and analysis which involve methods or analytical techniques that was used in field of the study.

3.2 Research design
Research design is considered as a plan of action for collecting data, organizing and analyzing it with objective of combining the relevance of research with economy in procedures (Kothari, 2002). The proposed research followed a descriptive non-experimental design. A descriptive design was adopted based on the fact that it makes enough provision for protection against bias while maximizing reliability of the research study. The study was a case study – exploratory research. It was based on the exploratory study because actual factors affecting the effectiveness of performance appraisals in Tanzania work settings were not known. The objective of selecting the case study method was to maximize what could be learned within the limited time and resources hence also was enable deeply and thoroughly different aspects of phenomenon (Jamal and Kamuzora 2008). The approach was facilitated the development of a detailed, intensive knowledge about the factors that affecting the effectiveness of performance appraisal at the area of investigation (TANESCO). In other words the approach was involved the collection of data to understand better the nature of the problem.

3.3 Study Area
The study was conducted in TANESCO Same Office, and at Nyumba ya Mungu Hydro Electric Power Supply purposively to see how the company deliver services to its customers in the whole zone and also to compare how performance appraisal function differ from one district to another in order to come out with an overall
picture of how TANESCO employees perceive performance appraisal system and how it affects current service delivered to the customers all over the region.

3.4 Units of enquiry

This is the unit about which information is required in a research project which involve individuals, household, corporation etc Thus, one may sample households, and then collect information about all individual residents. Basing to the study investigated the unit of enquiry under investigation was the total of 45 respondents located in Same office and Nyumba ya Mungu Hydro electric Power supply office.

3.5 Sampling Techniques and Sample size

Sample

According to Adam and Kamuzora (2008) A sample is a part of population under investigation. Sampling is the procedure a researcher uses to gather people, places and anything of the study. Through samples, a researcher selects a number of individuals or objects from a population that contains representative of characteristics found in the entire group.

In this research, the researcher use purposively sampling and convenience sampling

3.5.1 Sampling technique

i) Purposive sampling

Leaders were taken as a sample in obtaining information purposely for the aim of getting sufficient information; as they are the one appraising and evaluating employees, while, ordinary employees were also included since they are direct affected by performance appraisal process.

ii) Convenience Sampling

The researcher also selected the respondents on the basis of their availability and willingness to respond. The nature of the study allows using the employees that it happen being able to access them. Basing to the different
work schedules the application of this method was necessary for those employees who research met them.

3.5.2 Sample size

Babbie (1992) defined sample size as a segment of a population in which researcher is interested in gaining information and drawing conclusion from it. The study constituted respondents from various departments of TANESCO at Nyumba ya Mungu as well as TANESCO Same office in Kilimanjaro, as the selection of this number of individuals contained element representative of characteristics found in entire group.

The categories of the sample involved heads of departments (leaders)/managers and ordinary staff workers (55) at Same and at Nyumba ya Mungu, The sample size selected to enable calculations based on the Statistical Package for the Social Sciences (SPSS) and hence they had been good enough to generalize my findings.

3.6 Data collection Method and Instrumentations

Basically the source of data was primary data which was obtained different respondents being interviewed and questionnaires distributions and secondary information obtained from others literature sources.

3.6.1 Data collection methods

(i) Primary data collection methods

Questionnaire

Kothari (2002) defines a questionnaire as the list of questions that respondents answer. Basing to the efficient and ability of questionnaire method to capture more information from the source; the researcher preferred the choice of using questionnaire method during data collection, where 55 respondents was involved. Questionnaires included both open and close-ended questions. During the distribution of the questionnaire; distribution done through hard copies filled and later collected for recorded and analyzed.
Interviews

The interviews were applied when there was the necessity of meeting face to face with the respondent for the purpose of generating discussions.

(ii) Secondary data collection method

Documentary review

Kamuzora (2008) in his book tell that, secondary data obtained from literature sources or collected by other people for some other purposes. Documentary review involve passing through secondary data. Since events happening to organization are recorded, during the research, the uses of availability materials to get full information for the study were applied. The analysis of documents that contains information’s about the study case was applied.

3.6.2 Instrumentation

The study used questionnaires, interviews and documentary review as a research instrument in collecting data, primary data was collected from the respondent. The study also adopted unstructured and structured types of questionnaire to enable respondents to give their own view regarding the subject matter.

3.7 Data interpretation and analysis

Kothari, (2004) Defined data analysis as the computation of certain measures along with searching for patterns of relationship that exist among data group, as cited by Kamuzora (2008). It also refers to examining what has been collected during survey or experiment and making deduction from experiments (Kombo and Tromp, 2009). The study used different technique to analyze data after they have been collected.

Qualitative Analysis

This method was used by the researcher in analysing and interpretation of data. The information which was obtained through this analysis was represented in descriptive form. The application of qualitative techniques for data analysis was also applied. Data from the respondents verified, compiled, sorted, edited, coded, summarized and
analyzed by using the Statistical Package for Social Sciences computer software (SPSS) and finally the results generated has been presented in percentages and tables in order to establish relationship

It is commonly agreed that performance appraisal is crucial in addressing the institutional needs as well as staff member needs, abilities, motivation and expectations for improving performance and organizational effectiveness. But due to numbers of factors the performance appraisal function does not deliver as it is expected. Therefore, the study helped to discover those factors which hinder the effectiveness of performance appraisal system.
CHAPTER FOUR
PRESENTATION OF FINDINGS

4.1 Introduction
This chapter presents and analyzes data collected from the field based on the assumptions proposed in the hypothesis underlined in the first chapter. The assumptions focused on the factors affecting the effectiveness of the performance appraisal function in work organizations, whereby Tanzania Electric Supply Company Limited was selected as a case study.

The Statistical Package for Social Sciences (SPSS) software program was used. Analysis involves descriptive analysis that presents simple statistical results obtained from questionnaire and interview issued to the respondents.

Explorer and description analysis has been used to presents these findings. The discussion of the findings has been recognized specifically to answers the research objectives. On the presentation of these findings, there is the application of tables.

4.2 Characteristics of Respondents
About 55 questionnaires were distributed to the staff of the TANESCO. The respondents were only 45 staffs yielding a response rate of 82% of which 7 being the leader staffs and 38 non leader staffs.

4.3 Personal Information Analysis
The respondents were drawn from the TANESCO employees at Same office and Nyumba ya Mungu Hydro-electric power supply both in Kilimanjaro; the study indicates that generally it involved all departments and respondents were uniformly distributed where both male and female employees were involved.
Table 4.1: Sex distribution of the respondents

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>34</td>
<td>74</td>
</tr>
<tr>
<td>Female</td>
<td>11</td>
<td>26</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey data (2014)

4.4 Education Level of Respondent Leaders

Respondent were requested to indicate their current level of education. Few respondents indicated that they were holding a postgraduate (Master) degree while only few with first degree and those with certificate as majority while the others constituted with diploma as illustrated in table 4.2 below. The study assumed that level of academic literacy could have the implication on the implementation of the introduced system of appraising.

Table 4.2: Respondent Education Level

<table>
<thead>
<tr>
<th>Level of Education</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate</td>
<td>21</td>
<td>47.0</td>
</tr>
<tr>
<td>Diploma</td>
<td>11</td>
<td>24.4</td>
</tr>
<tr>
<td>First degree</td>
<td>6</td>
<td>13.3</td>
</tr>
<tr>
<td>Masters</td>
<td>1</td>
<td>2.0</td>
</tr>
<tr>
<td>Other level</td>
<td>6</td>
<td>13.3</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey data (2014)
4.5 Understanding of OPRAS in the Organization

On understanding of performance appraisal, all 45 staffs responded to this section in the questionnaire guide and some in the interview guide. All of the respondents understood about OPRAS and its importance (See table 4.3 below).

Table 4.3: Respondent Understanding of OPRAS

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>Yes</td>
<td>45</td>
</tr>
<tr>
<td></td>
<td>No</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>45</td>
</tr>
</tbody>
</table>

Source: Survey data (2014)

4.5.1 Involvement of employees on OPRAS

Leaders argued that “OPRAS was good because of involvement of a witness and being transparent and fair” see (table 4.4), however, some leaders argue that, “we always discuss with employees on their performance, we have career ladder and one minutes goals through which we got time of discussing with employees in every step of it”. But the researcher noted that, leaders comments the rate of implementation involving their subordinate was low.

Moreover some leaders argued that though the system encouraged openness, was not suitable within the organization as sometimes it could cause direct confrontation between the managers and their subordinates where the appraised did not agree with the grade given by their supervisors, hence advice if it is possible Hrs should work again on the whole process and take some measure in areas which shows some weaknesses.
Table 4.4: Frequency of Conducting OPRAS with Subordinates

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>7</td>
<td>100</td>
</tr>
<tr>
<td>No</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>7</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey data (2014)

4.6 Accuracy and fairness in the Performance Appraisal Process.

Respondents were required to indicate whether they were given sufficient notice prior holding performance interview and also whether employees were participating in setting goals and discussed and agreed on the performance standards that form criteria for performance evaluation. Lastly they were required to give their overall assessment on the accuracy and fairness of the performance appraisal at TANESCO.

4.6.1 Sufficient notice before the assessments

On the duration of the notice for performance assessment interview, all the 45 employees responded to this question. Out of the 45 respondents 84.4% said they usually get notice to prepare for the performance assessment interview, 11.2% said they did not get sufficient notice to prepare for the interview, 4.4% were undecided (Table 4.5).

Table 4.5: Notice to employees prior to performance appraisal interview

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>35</td>
<td>84.4</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
<td>11.2</td>
</tr>
<tr>
<td>Not sure</td>
<td>1</td>
<td>4.4</td>
</tr>
<tr>
<td>Total</td>
<td>38</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey data (2014)
4.6.2 Participation of employee in setting performance standards

On whether the employees participate in setting job performance standards, All 38 respondents 100% said they did not participate in setting out and agreed on the performance standards.

On whether managers discussed and agreed on the performance standards with their prospective appraise, 7 Managers responded to this question. Out of the 7, 14.2% said yes they did discuss and agree with their subordinates on the performance standards while 85.8% said they did not.

Table 4.6: Participation of employees in setting performance standards- Response from employees

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>No</td>
<td>38</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>38</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey data (2014)

Table 4.7: Frequency of setting standards with Subordinates - Response from managers

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>1</td>
<td>14.2</td>
</tr>
<tr>
<td>No</td>
<td>6</td>
<td>85.8</td>
</tr>
<tr>
<td>Total</td>
<td>7</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey data (2014)
On the overall assessment on the accuracy and fairness all 45 respondents answered this question. Out of these 25 respondents were of the view that the performance appraisal process at TANESCO was inaccurate and unfairly administered as far as the ratings were concerned. This represented about 65% of the employees in that category who responded. Out of the remaining 13 respondents, 9 respondents felt justice was fair in the process, that is the conduct and the rating was fair, while 4 respondents were undecided.

These findings are summarized in Table 4.8 below.

Table 4.8: Accurate and Fair Performance appraisal process

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accurate and Fair</td>
<td>9</td>
<td>23.7</td>
</tr>
<tr>
<td>Inaccurate and unfair</td>
<td>25</td>
<td>65.8</td>
</tr>
<tr>
<td>Undecided</td>
<td>4</td>
<td>5.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>38</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Source:** Survey data (2014)

To compliment the information gathered from the questionnaires 5 employees were selected for interview from the list of respondents who rated the performance appraisal process as being unfair.

The following were the most frequent reasons given in support of their judgment.

(i) Supervisors gave ratings based on personal traits and liking

(ii) There was no clear criteria on which the HRO’s gave ratings hence just forming own opinion concentrating on just average ratings.

As for the manager’s category response to the question, out of the 7 respondents, 86% replied ratings are fairly done, while 14% were undecided (Table 4.9) when
asked why are they not sure they respond that the responsibility of ratings and finalized are done at the HR Office.

Table 4.9: Perceived justice in the Performance Appraisal Ratings for Managers’ category

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>6</td>
<td>86</td>
</tr>
<tr>
<td>No</td>
<td>1</td>
<td>14</td>
</tr>
<tr>
<td>Total</td>
<td>7</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey data (2014)

Since the managers were the ones that were administering the process one would be questioning if they would have answered opposite

4.7 Training on OPRAS

It was found out that 85% responded to this question said that they had received training about OPRAS while 14% did not receive training as table (4.10) below indicates. But what noted after interviewing managers/leaders who said they had receive training about OPRA’S was, they did received only partial training on how to conduct performance appraisal process and not trained on performance appraisal system.

Table 4.10: Leader’s status about Training regarding OPRAS

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>Yes</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>No</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>7</td>
</tr>
</tbody>
</table>

Source: Survey data (2014)
4.7.1 Level of Training to conduct Performance Appraisal

Under this item the respondents were required to state whether they had any knowledge on the procedures and the process of the open Performance Appraisal, and if they had any formal training in conducting Performance Appraisal function.

On whether they clearly knew the procedures and process of performance appraisal on the non-managers category; 7.8% replied that they knew the procedures and the process of Performance Appraisal, and 13.2% replied as having a partial knowledge, while the remainder 79% had no knowledge of the process (Table 4.11).

Table 4.11: Knowledge of Procedures and Process of Performance Appraisal.

<table>
<thead>
<tr>
<th>Responses from non-managers Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledgeable</td>
<td>3</td>
<td>7.8</td>
</tr>
<tr>
<td>Partial knowledgeable</td>
<td>5</td>
<td>13.2</td>
</tr>
<tr>
<td>Not knowledgeable</td>
<td>30</td>
<td>79.0</td>
</tr>
<tr>
<td>Total</td>
<td>38</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey data (2014)

Asked whether they had ever been formally trained on how to conduct Performance Appraisal, the non-managers category indicated that they had no formal training on how to conduct performance Appraisal.

On the managerial category; a good 86% replied as they understood the procedures and process of Performance Appraisal, while the remaining 14% replied as having a partial knowledge on the procedures and the process of performance appraisal.
(Table 4.12) gives the summary of the findings for the managerial category respectively.

**Table 4.12: Knowledge of Procedures and Process of Performance Appraisal. Responses from Managers Category**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledgeable</td>
<td>6</td>
<td>86</td>
</tr>
<tr>
<td>Partially knowledgeable</td>
<td>1</td>
<td>14</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>7</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Source:** Survey data (2014)

On whether they do attend training on how to conduct performance appraisal, in the managerial category, 14.3% replied that they had formal training on how to conduct Performance Appraisal, 14.3% complain not received any trained while the remaining 71.4% had only partial training on how to conduct performance appraisal (Table 4.13).

**Table 4.13: Managers Training on conducting performance Appraisal**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Formally trained</td>
<td>1</td>
<td>14.3</td>
</tr>
<tr>
<td>Partially trained</td>
<td>5</td>
<td>71.4</td>
</tr>
<tr>
<td>Not trained</td>
<td>1</td>
<td>14.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>7</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Survey data (2014)
Employees were also asked to rate the extent to which they thought the managers were knowledgeable in the performance appraisal function. Out of the 38 respondents, 8.5% rated the managers as being knowledgeable while 82.5% thought that the managers had no knowledgeable on how to conduct performance appraisal, and the remaining 9% were undecided (Table 4.14).

Table 4.14: Responses from employees on whether their managers were knowledgeable to implement Performance appraisal process

<table>
<thead>
<tr>
<th>Knowledgeable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledgeable</td>
<td>6</td>
<td>8.5</td>
</tr>
<tr>
<td>Not knowledgeable</td>
<td>30</td>
<td>82.5</td>
</tr>
<tr>
<td>Not sure</td>
<td>2</td>
<td>9.0</td>
</tr>
<tr>
<td>Total</td>
<td>38</td>
<td>100</td>
</tr>
</tbody>
</table>

**Source:** Survey data (2014)

In a discussion with some of the staff members about their views of the manager’s knowledge, one employee said with confidence that “My boss knows nothing about how to appraise employees. It appears that he just follows what the top bosses ask him to do. He just fills the forms to get the exercise done.”

### 4.8 Effectiveness of Performance Appraisal

Under this section, the study sought to capture the opinions and views on obstacles associated with conducting performance appraisal, existence of effective appraisal feedback in the organization, preparation of employee before appraisal and involvement of employee in setting the criteria to be appraised. The study also intended to establish whether the appraisal function in TANESCO adhered to the objectives of the organization. Information for this section was obtained from all 45 respondents using questionnaire and some respondents using interviews. The results are presented and discussed as follows.
4.8.1 **Obstacles associated with conducting performance appraisal function**

As long as human beings are involved in assessing other human beings, there are amount of biases occur during the assessments. The following are factors explained by respondents, as seen at (table 4.15) below:

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Little/poor knowledge on appraisal process</td>
<td>35</td>
<td>92</td>
</tr>
<tr>
<td>Non-Participatory system</td>
<td>30</td>
<td>79</td>
</tr>
<tr>
<td>Expectation factor</td>
<td>34</td>
<td>90</td>
</tr>
<tr>
<td>Fear of hated</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Personal factors</td>
<td>8</td>
<td>21</td>
</tr>
</tbody>
</table>

**Source:** Survey data (2014)

Among many other factors respondents mentioned; 8% of them said that, whenever appraiser dislike or like appraisee in one way or another, rate him/her positively or negatively as he/she wants (Personal factor). Also some appraisers fear of being hated by their subordinates, which sometimes make them rate their appraisees around the average (Fear of hated). Some appraisers also assess their appraisees on the basis of their expectations (Expectation factor).

The researcher also found that little rater’s knowledge of the appraisal process has been an issue to make the process successed, where 92% of respondents mention this factor being the big problem. 79% of TANESCO employee also argued that, their HRO’s and top management do not consider them when setting criteria’s for assessments.

4.8.2 **Involvement of Subordinates in Setting Objectives**

As regards to non leader staff workers about all 100% employees did not participate in the whole process of setting objectives and criteria to be appraised, (table 4.16). They argued that this was largely based on fact that their supervisors (leaders) did
not bother to undertake or introduce the appraisal activity with their subordinates. That Meant the procedure for setting objectives and criteria to be appraised was almost not participatory.

Table 4.16: Subordinate’s participation on setting Performance Appraisal objectives

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>Yes</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>No</td>
<td>38</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>38</td>
</tr>
</tbody>
</table>

Source: Survey data (2014)

4.8.3 Communicating feedback to employees on the Performance Appraisal results

The study also examined communication to the employees on performance appraisals results; that is whether there was any mechanism in the process for communicating results of the performance appraisals and they got the results. Along with that, two aspects of feedback were based on the two main objectives of performance appraisal namely; as a tool for employee development, and as a tool for administrative decisions.

Performance Appraisal should provide the employee with feedback about his or her performance during the period of appraisal. Most employees want constructive feedback on how they are performing. A performance evaluation system could be effective if the employees got feedback on how they were doing. Such feedback has a motivational effect on the employee. If the employee’s performance is appraised as satisfactory, Performance Appraisal becomes recognition for good work done and an expression of gratitude from the employer, and thus encouraging the employee to work harder. However, if the employee’s performance is appraised as unsatisfactory, Performance Appraisal becomes a sign of disapproval by the employer and sends a message that unless the employee improves his performance, appropriate punitive
action, including removal should be expected. Performance Appraisal thus becomes a useful basis for behavior modification in order to meet the employer’s expectations.

Respondents were required to state whether there was any mechanism for giving feedback on the performance appraisal to those appraised. All 38 employees responded to this question. Out of the 38 respondents, 84.2% said there was no feedback mechanism, and hence they did not get the results of the performance appraisal. The remaining 15.8% said yes, they got the results (Table 4.17).

Most of respondents complain also about the delay of receiving feedback from their HR’S and insist that they are not sure if their hrs are knowledgeable enough to conduct the process

To the manager’s category surprisingly out of the 7 respondents, only 28% said they had a feedback mechanism, that; the results were communicated to the employees. The rest 72% said the results were not communicated to the employees (Table 4.18).

On further discussion the managers were asked why they did not communicate the result to the employees. They replied that “is the obligation of the Human Resources Department”.

Table 4.17: Feedback mechanism and communicating Appraisal results to employees (non-managers category)

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>6</td>
<td>15.8</td>
</tr>
<tr>
<td>No</td>
<td>32</td>
<td>84.2</td>
</tr>
<tr>
<td>Total</td>
<td>38</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey data (2014)
Table 4.18: Feedback mechanism and communicating Appraisal results to Employees (Manager’s category)

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>2</td>
<td>28</td>
</tr>
<tr>
<td>No</td>
<td>5</td>
<td>72</td>
</tr>
<tr>
<td>Total</td>
<td>7</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey data (2014)

When asked to state whether the organization used the performance appraisal reports to make management decisions like promotion, salary increments, transfers etc. more intelligently; Out of the 38 employees who responded to the question, 8% strongly agreed, 13.1% strongly disagreed and the remaining 78.9% were not sure whether the reports are really used to determine the management decisions (Table 4.19).

“I do not understand what criteria are used to determine these promotions and salary increments.

Table 4.19: Whether Performance Appraisal results are used for management administrative decisions (Employee’s category)

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>3</td>
<td>8.0</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>5</td>
<td>13.1</td>
</tr>
<tr>
<td>Not sure</td>
<td>30</td>
<td>78.9</td>
</tr>
<tr>
<td>Total</td>
<td>38</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey data (2014)
As for the managerial category all the 7 respondents responded to the question and all of them strongly agreed that the reports were used to determine management decisions (Table 4.20).

**Table 4.20: Performance appraisal results are used for management decisions**

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>7</td>
</tr>
<tr>
<td>Not sure</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>7</td>
</tr>
</tbody>
</table>

**Source:** Survey data (2014)

Respondents were also required to state whether they felt on the overall performance appraisal at TANESCO achieved its objective of employee development.

All the 38 employees responded to this question. Out of these 79% replied with an emphatic “NO”. they felt on the overall that the performance appraisal did not result in employee development, while 10.5% said “YES” and the remained 10.5 were undecided (Table 4.21).

**Table 4.21: Employee’s feeling whether overall performance appraisal achieved its objectives of employee development**

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>No</td>
<td>30</td>
</tr>
<tr>
<td>Undecided</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>38</td>
</tr>
</tbody>
</table>

**Source:** Survey data (2014)
As far as the managers category is concerned, 57% said “YES” they felt on the overall performance appraisal at TANESCO is achieving its objective of employee development, while another 42% felt it was not achieving as illustrated in (table 4.22) below.

**Table 4.22: Managers feeling whether on the overall performance appraisal is Achieving Its objective of employee development**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>4</td>
<td>57.2</td>
</tr>
<tr>
<td>No</td>
<td>3</td>
<td>42.8</td>
</tr>
<tr>
<td>Total</td>
<td>7</td>
<td>100</td>
</tr>
</tbody>
</table>

**Source:** Survey data (2014)

Nonetheless, other respondents whom were interviewed produced the following analytical responses given the respective questions as it reads below:

**4.9 Responses from interviewed respondents**

**4.9.1 Employee involvement in setting objectives**

Assessors should be provided with training relating to the process that will make them being aware of what is needed for effective performance appraisal process. There should be also a fair system of performance appraisal to make the process more meaningful and with positive impact to staff and organization. As illustrated at (Table 4.23) below:
Table 4.23: Employee’s opinions on involvements in setting performance appraisal standards

<table>
<thead>
<tr>
<th>Respondents (No)</th>
<th>Views</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Involving employee in performance appraisal process.</td>
</tr>
<tr>
<td>2</td>
<td>Provision of training concerning the whole process of performance appraisal</td>
</tr>
<tr>
<td>3</td>
<td>Enough knowledge and skills related to the process</td>
</tr>
<tr>
<td>4</td>
<td>Introduction of clear preparation procedures concerning the PA Process</td>
</tr>
<tr>
<td>5</td>
<td>Fairness</td>
</tr>
</tbody>
</table>

**Source:** Interview (2014)

When responded to this question, one of the respondents saw the important of involving the employees on setting their own goals while the organization should prepare a room for supporting them to fulfill those goals.

4.9.2 Accuracy and fairness Performance Appraisal System

During the interview regarding to whether there is any accuracy and fairness in assessment of the Performance Appraisal, following were the responses:

Table 4.24: Accuracy and fairness Performance Appraisal System

<table>
<thead>
<tr>
<th>Response</th>
<th>Numbers of respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accuracy and fairness</td>
<td>4</td>
<td>80</td>
</tr>
<tr>
<td>Undecided</td>
<td>1</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Source:** Interview (2014)
Interviewees thought that “OPRAS will be effective if conducted under the ground of transparent and fairness”.

When interviewed one of the employees shout!

“How could performance appraisal being accuracy while there is no any employee’s involvement in setting PA objectives?

Employees thought that, the system of evaluating employees in TANESCO is not fair because management decided to use the same criteria’s in evaluating all departments while having different duties, for instance engineers’, nurses, and drivers.

4.9.3 Applications of Performance Appraisal results

Performance Appraisal determines if an employee’s productivity can be improved as it aimed at managing people and meeting company goals. It is also providing a means of informing respondents the quality of work and identifying areas of performance that need improvements.

Table 4.25: Applications of Performance Appraisal results

<table>
<thead>
<tr>
<th></th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Determine rewards</td>
<td>2</td>
<td>40</td>
</tr>
<tr>
<td>Poorer performer identification</td>
<td>5</td>
<td>100</td>
</tr>
<tr>
<td>Training and development needs assessments</td>
<td>1</td>
<td>20</td>
</tr>
<tr>
<td>Compensation</td>
<td>2</td>
<td>40</td>
</tr>
</tbody>
</table>

Source: Interview (2014)

Those who responded to this question said that, Performance Appraisal used for managements decisions. Though more than 50% were having doubts because there were no feedbacks provided to them and if happen, occurs at late.
4.9.4 Perception towards Performance Appraisal Process

Interviewees had an opportunity to respond on how they perceive the whole process of evaluation.

Table 4.26: Employees Perception towards Performance Appraisal Process

<table>
<thead>
<tr>
<th>Statements</th>
<th>Numbers of respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees do not considered as the owner of the process</td>
<td>5</td>
<td>100</td>
</tr>
<tr>
<td>Senior managements are the owners of each and everything</td>
<td>5</td>
<td>100</td>
</tr>
<tr>
<td>Performance appraisal did not deliver as expected</td>
<td>3</td>
<td>60</td>
</tr>
</tbody>
</table>

Source: Interview (2014)

For effective Performance Appraisal process there should be conducted in a way that, there is a positive relationship between appraisers and apraisees. This relationship will obviously simplify the process and delivered what is expected at a reasonable time.

Also interviewees say that there is a need of the management to recheck on the feedback mechanism and correct them accordingly.

One respondent said that, “I think, it is the time for management to correct their mistakes on conducting Performance Appraisal especially on feedback.

4.9.5 Areas to improve regarding Performance Appraisal Process in the Organization?

During the interviews respondents shows the following areas as the important areas which the organization should work on it for effective Performance Appraisal process, see below (Table 4.27).
Table 4.27: Improvements areas

<table>
<thead>
<tr>
<th>Areas</th>
<th>Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transparency</td>
<td>4</td>
<td>80</td>
</tr>
<tr>
<td>Training</td>
<td>5</td>
<td>100</td>
</tr>
<tr>
<td>Participation</td>
<td>3</td>
<td>60</td>
</tr>
<tr>
<td>Feedback</td>
<td>4</td>
<td>80</td>
</tr>
</tbody>
</table>

Source: Interview (2014)

The focus of Performance Appraisal should be towards making employees feel themselves as part of the organization and being committed to its objectives and goals while also respondents employees insists in feedback s being provided with a link to training and development. Once an individual has been through with the necessary training courses would be required to help maintain necessary skills in performance assessment.
CHAPTER FIVE
DISCUSSION OF THE FINDINGS

5.1 Introduction

This section discusses further the results presented. The study sought to investigate the effectiveness of Performance appraisal in TANESCO Nyumba ya Mungu and Same Tanzania. The discussion is based on findings related to effectiveness of the performance appraisal function as well as includes perceived justice encompassing accuracy and fairness in the performance appraisal system, level of training and hence knowledge on how to conduct performance appraisal, and giving feedback on the performance appraisal results. However the chapter is going to explain and discuss why things are the way they are and what might be the reasons for them to be that way.

5.2 Accuracy and fairness Performance Appraisal Process

With respect to this research, performance appraisal has shown that many employees believed appraisal systems were unfair. They often showed resistance to appraisal systems because they did not believe that the systems measure performance appraisal accurately, and they believed that the systems reflected supervisory bias. The findings presented seemed to be true to the observation, although there was a difference of opinion between the employee’s and managers on their perception of justice in the performance appraisal process at TANESCO but interviewed employees have come out with true evidence. Majority of the employees felt that the performance appraisal process was inaccurate and not fair. They never participate in setting objectives and never discussed with their HRO on issues concerning assessments.

How could we call it fair? We just receive papers form HROs and answers as directed, no room for discussion no room for giving out our opinions.

An employee’s perception of justice in the performance appraisal process will affect the effectiveness of the performance appraisal process. If an employee perceives
that there is justice in the performance appraisal system, the performance appraisal will be more effective in achieving goals of the organization.

5.3 Level of Training to Conduct Performance Appraisal

It was assumed that the level of training in the implementation of Performance Appraisal function among appraisers and the appraised correlates positively to the effectiveness of performance appraisal function. There was a statistically significant difference between managers and employees in the level of training on how to conducting performance appraisal. While few percent of the managers had a formal training and other with informal training on how to conduct performance appraisal, the majority of the employees had neither formal nor informal training in conducting performance appraisal rather than partial training concerning the evaluation process.

According to Ngirwa (2000), Performance appraisal is an expert function. Managers and supervisors should therefore be adequately trained to perform their duty as evaluators. If managers and supervisors were trained to understand and administer the program, then they would be able to manage the performance appraisal function effectively.

Training should begin at those levels of management that will be involved in administering the program and providing training for lower levels of supervision. Once these senior managers have “bought into” the system, skills training are needed for managers and supervisors. This specific training should include at least the following: supervision skills; coaching and counseling; conflict resolution; setting performance standards, and providing employee feedback (Even, 1991).

Since we are asking employees to contribute to the process by being involved in the setting of personal objectives and obviously in the review process, some training is required for all employees. This training should include how to set objectives, how to keep accurate records, and how to communicate all aspects of performance.

5.4 Knowledge of performance appraisal

It was clearly noted that TANESCO practice OPRAS but it was not well known by neither HRS/Managers nor employees. The researcher found out that almost all
respondents were aware of the assessments practices with little knowledge on employees and HRO who communicate the process and its results.

Therefore some of the subordinates who were highly/under rated in their performances, were complained valued opposite in the organization that cause direct conflict between the managers and their subordinates where the appraised did not agree with the grade given by their supervisors.

When HRO apologize to employees on 2012 that they need to repeat the appraisal process, it obviously indicates the big weakness of HRO on conducting the process. They at all do not have knowledge on this and it was further revealed that the appraisal process done in most cases without adequate preparation which make respondent’s employees feel overall performance appraisal did not achieved its objective of employee development.

The researcher therefore suggest that, it is good for TANESCO management to arrange formal training for both appraisers and the appraised on the performance appraisal process in order to develop the required skills for the process.

5.5 Effectiveness of Performance Appraisal
The findings show that Performance appraisal in TANESCO is ineffective and the organization has got numbers of areas of improvements. The organization have to work on knowledge of the appraisers and also provide the employees with the chance to participate on the overall process which will remove the perception that it is only the managers who knows everything about performance appraisal thus, could have positive impacts on the appraisal process.

5.6 Involvement of Subordinates in Setting Objectives
Respondent did not participate in setting out and agreed on the performance standards. This creates bias in rating, less confidence to managers who have to take decisions and hence results to poor performance appraisal process, which contribute to the organization that do not achieve it strategic purpose. The assessment of employees did not succeeded because responsible employees were not participated in setting out the objectives. It is known that, in order for performance appraisal
function to be effective and achieve its objectives, management should ensure that there exists full participation of all stakeholders to reduce doubt and bias that surround the performance appraisal process.

When interviewed one of those who responded to this, replied:

HR-O comes from zonal with their papers, we answered as required, we fill the gaps and at the end the assessment did not achieved the intended goals. If they could have sit with us they could have got the clear picture of what have to be assessed.

Respondents employees keep on insisting that they did not have ownership to the process and it sounded useless to them and they believe that their managers/supervisors are only responsible to make the whole process happening

5.7 Feedback on the performance interview results to employees

Employees are very interested in knowing how well they are doing and how they can do better in future. Proper performance feedback can improve the employee's future performance. It also gives employees satisfaction and motivation. The fact that there is no clear mechanism for giving feedback is also evident in the instruments used to conduct the appraisal. The process of performance appraisal was quite obvious that the element of feedback had not been fully addressed in TANESCO.

A big number of those respondents to this questions replied that there is no any feedback given after being appraised.

When interviewed on how true the statement was, respondent said:

They did it the other year; finally they came to us and apologize the exercise did not succeeded we have to repeat the assessments, till this time we had complete a year without the feedback of the second assessment.

Performance Appraisal should provide the employee with feedback about his or her performance during the period of appraisal. Most employees want constructive feedback on how they are performing. A performance evaluation system could be effective if the employees got feedback on how they were doing. Such feedback has
a motivational effect on the employee. If they employee’s performance is appraised as satisfactory, Performance Appraisal becomes a recognition for good work done and an expression of gratitude from the employer, and thus encouraging the employee to work harder, However, if the employee’s performance is appraised as unsatisfactory, Performance Appraisal becomes a sign of disapproval by the employer and sends a message that unless the employee improves his performance, appropriate punitive action should be expected.

TANESCO employees do not understand how they perform because there is no feedback received after the performance appraisal and if any employees do not get it on time.
CHAPTER SIX
SUMMARY, CONCLUSION AND POLICY IMPLICATIONS

6.1 Introduction

This chapter presents summary, conclusions and policy implications derived from the findings of the study basing on the study objectives and research questions. The chapter drawn from the study after having presented analyzed and discussed the findings in previous chapters. The focus will be on the factors affecting effectiveness of the performance appraisal function at TANESCO as the general objective. This chapter will therefore provide further inputs on policy implications for addressing the problem identified.

6.2 Summary

6.2.1 Understanding of performance appraisal

Performance Appraisal is one of the core functions of Human Resource Management, others functions include Planning, Recruiting, Training and Development, and Compensation. With other functions that include job design and analysis, orientation and placement, motivation, career planning and development, job satisfaction, supervision, communication, human resource policy and procedures and termination of employment contracts.

There was no doubt that leaders and their subordinates understood the intention of performance appraisal, they all know the importance of it to them and the organization as whole.

Managers conduct performance evaluation with their employees but employees complained of not given sufficient notice before appraised by their HRO. Employees didn’t involved in setting standards of performance appraisal and always counts performance appraisal as the top- down assessment rather than Joint process through dialogue.

Performance management aims at empowering, motivating and rewarding employees to do their best as intends to develop the capacity of people to meet expectations of themselves and that of the organization.
6.2.2 Communication as the key element on OPRAS

Bellingham (2004), “Conducting a performance review requires advance planning and preparation”. Open communication is critical. Managers should encourage a dialogue by asking questions and checking for understanding and opinions throughout the discussion.

Managers evaluate employee’s performance and schedule time for productive dialog with employees. In this review session, it is particular important to understand the employee’s perspective and to and to provide employees feedback about their contribution and capability.

Communication when implementing OPRAS is very important in any organization that intends to grow. Whenever the communication between appraisers and appraisee is well established and maintained it gave a room for appraisers to identify the key elements to be assessed and providing the chance for appraisee to express challenges facing them and sometimes provide the solutions which provide a clear picture of where HR can start the assessments. It always known that performance appraisal helps to increase the effectiveness of the organization, therefore, Communication between these two parties can probably make employees aware of what have to be appraised compared to a set of performance standards hence reduce obstacles during the implementation.

TANESCO should therefore re-think on establishing two way communication systems through which the appraisers and appraisees set objectives jointly.

6.2.3 Knowledge for successful performance Appraisal process

Appraisers must contain full knowledge on the performance appraisal process. They have to be provided with formal training concerning the procedures and Process of Performance Appraisal.

Armstrong (2006) “Performance management is “a planned” process of which the primary elements are agreement, measurement, feedback, positive reinforcement and dialogue. It is concerned with measuring outputs in the shape of delivered
performance compared with expectations expressed as objectives. In this respect, it focuses on targets, standards and performance measures or indicators.

When looking on this meaning its real makes some doubts that, was rill TANESCO HROs having knowledge required to conducting the assessments??? Do they rill plan? Do they having knowledge on giving back feedback to their people? All in all it turns to the fact that appraisers’ lack knowledge of OPRAS that hinder the effective implementation of the process

Table 4.13 shows 71.4% of managers have partial training concerning the OPRAS, This contribute highly in failure of implementing the effective performance appraisal in TANESCO

6.2.4 Communication feedback to employees

Performance management is an important part of the reward system through the provision of feedback and recognition and the identification of opportunities for growth. The person appraised needs feedback on the future progress as well as higher performance. TANESCO employees miss their right for getting the result of their performance only because HRO’s does not have knowledge of performance appraisal.

When employees asked to state whether their leaders have feedback mechanism; 84.2% as illustrated in table 4.17 responded that there is no such a thing and when they bring them feedback they do it in late.

Armstrong (2006) Insist that, there should be the provision of good feedback to individual employees to know how they are getting on. Such feedback should be based on accuracy and fair evidence. Whenever positive or negative, feedback should be given on the things that the individual did well in addition to areas for improvement.

6.2.5 Challenging for effective performance appraisal

(i) Understanding of the process

Appraisers do not understand how to explain in detail the purpose of appraisal to employees.

Managers do not clearly understanding why they do appraise employees and I think they do not have needed understanding and skills to carry out the process. Managers and Hrs should make sure that they understand the reason of performance appraisal and fighting for the success and not failure.

(ii) Poor preparation

Hrs are not prepared themselves enough for the performance appraisal process.

(iii) Lack of adequate training

Employees, managers and HR staffs do not have enough training on how to appraise, hence little knowledge of the appraisal process. All parties involved in the practice needs training in performance appraisal to make it effective as training providing important skills for feedback mechanisms, assessments ad discussion of the performance

(iv) Lack of transparency and employees participation

Top management was the author of the appraisal system. Respondents show that it was only the managers and supervisors who knew almost everything about the performance appraisal. Also there was no discussion made between appraisers and appraised

(v) Personal Bias (Stereotyping)

This pitfall occurs when managers allow individual differences to affect the ratings they give. If these are factors to avoid such as gender, race, or age, not only is this problem hurt the employee morale, but it is obviously illegal
and can result in legal action. The effects of cultural bias, or stereotyping, can definitely influence appraisals.

Managers establish mental pictures of what are considered ideal typical workers, and employees who do not match this picture may be unfairly judged. Discrimination in appraisal can be based on other factors as well.

6.2.6 Effective performance appraisal functions

However there are numbers of challenges on implementation of performance appraisal, as argued above by Armstrong (2006), but there are numbers of importance of performance appraisal process whenever effective conducted. Measure employee’s performances intend to make administrative decisions as explained:

(i) Understanding employees strengths and weaknesses

Performance review helps determine how well employees have met these standards, determines reasons for deficiencies, and develops a plan to correct the problems. Give a better understanding of personal strengths and weaknesses in relation to expected roles and functions. After the observation and discussion of employee performance what is expected is adding value to that level of performance. In other words, after understanding the weakness and their strengths usually the productivity of each employee will be improved as, the organization identifying development opportunities for that member of staff

(ii) Employee Training and Development Decisions

Performance Appraisal information maintaining a link between organization needs and individual capacity by find out whether an employee requires additional training and development. Performance appraisal helps a manager to find out whether he needs additional training for improving his current and employees job performance.
(iii) **Promotions**
Performance appraisal is a way of finding out which employee should be given a promotion. Past appraisals, together with other background data, will enable management to select proper persons for promotion. Proper performance appraisal determines whom to promote and whom not to promote. Through performance appraisal, management decide on who should be highly promoted compared to low performers. The organizations that promote its employees can help to create a work experience that meets the needs of employees and encourages them to contribute extra effort, where they will be most effective in addressing workers’ shifting values.’

(iv) **Transfers**
Hence job transfer involve the rotation of employees from one job to another, Performance appraisal is also useful for taking transfer decisions. Transfers often involve changes in job responsibilities, and it is important to find out the employees who can take these responsibilities. Such identification of employees who can be transferred is possible through the performance appraisal.

(v) **Layoff Decisions**
Performance appraisal is a good way of taking layoff decisions. Employees may be asked to lay off, if the need arises. The weakest performers are the first to be laid off. If there is no performance appraisal, then there are chances that the best men in the department may be laid off.

(vi) **Compensation and reward Decisions**
Performance appraisal can be used to compensate the employees by increasing their pays and other incentives. This is truer in the case of managerial jobs and also in the case of employees in non-unionized organizations. The better performances are rewarded with merit pay. Through performance evaluation the organization promote positive organization culture hence also manage dissatisfactions of employees
(vii) **Human Resource Planning (HRP)**

The appraisal process helps in human resource planning (HRP). Accurate and current appraisal data regarding certain employees helps the management in talking decisions for future employment. Without the knowledge of who is capable of being promoted, demoted, transferred, laid off or terminated, management cannot make employment plans for the future.

(viii) **Career planning and Development**

Performance appraisal plan for future growth opportunities and also enables managers to coach and counsel employees in their career development. Through which the organization which will need to survive and which understand the importance of performance appraisal might make sure that they clear their weaknesses and make the process very effective.

### 6.3 Conclusions

The survival and growth of business depends on the quality of the human resources managements within the organization. On the basis of the findings described above, it is recognized that, successful application of OPRAS at TANESCO depends on the position of the employers and employees in the appraisal process. The researcher recognized that, there are factors that contribute to the ineffective system of appraising employees such as; Lack of enough training, little knowledge of HRS and managers concerning the system and its implementations, Lack of transparency and in-adequate employees participation.

With the findings respondents represented that; appraisers had no formal training on how to conduct performance appraisal. Basing on these finding and supporting results of Longneck (1997) a number of conclusions can be drawn as follows:

(i) It is commonly agreed that performance appraisal is crucial in addressing the institutional needs as well as staff member needs, abilities, motivation and expectations for improving performance and organizational effectiveness. Thus the performance appraisal event should be a team work, frequently and timely carried out for mutual understanding and acceptance.
(ii) While all leaders in the offices of TANESCO understood about OPRAS and majority of non-leaders have little knowledge about OPRAS, the open performance appraisal system had been introduced in the office of TANESCO with no clear implementation strategies as reflected by the majority of leaders not conducting OPRAS with their subordinates and lack of awareness and training about OPRAS.

(iii) Employees’ performance appraisal function in TANESCO, was affected by low top management support, caused by inadequate knowledge about the system, lack of employees participation, poor preparation and ineffective performance feedback.

(iv) For the performance appraisal function to be effective and achieve its objectives of improving an individual employee as well as the organizational performance, TANESCO management should ensure that there exists full participation of all stakeholders, i.e. appraisers and those appraised as it reduce mistrust, anxiety and subjectivity that surround the performance appraisal process.

(v) The human Resources Department at TANESCO should understand that it has a primary responsibility for overseeing and coordinating the performance appraisal program. It should therefore arrange for a formal training for both appraisers and the appraised on the performance appraisal process in order to develop the required skills, and to encourage consistency and positive attitudes that ensure that the appraisers view performance appraisal as a noble exercise and a duty for all managers. Training should start with the process itself, the appreciation of the concepts of performance appraisal and its objectives, the setting of performance standards and targets jointly, and the carrying out of performance appraisal interview and giving feedback.

(vi) TANESCO employees should have job descriptions that include performance standards expressed and understood as precisely as possible in the most understandable language.
(vii) Good performance should be rewarded. TANESCO can achieve this by tying reward to performance, which can be done through an effective performance appraisal function. Wherever practicable, management decisions e.g. promotions, salary increments, transfers, demotions, terminations, training etc. should be seen to be objective through the use of the performance appraisal reports. This will help the employees develop a positive attitude towards the performance appraisal function and hence achieving its objectives.

(viii) TANESCO should redesign the performance appraisal system to embrace the establishment of a two way communication channel, where both the appraiser and the appraised set objectives and targets together, including a rigorous feedback mechanism, in order to make performance appraisal effective. Employees must know their performance is continually observed and understand how such evaluations are performed.

(ix) To further improve on perception of justice in the process of performance appraisal for accuracy and fairness, TANESCO has to emphasis upon the supervisors or raters, the need to keep and maintaining accurate records of employee’s performance.

6.4 Policy Implications

On the basis of research findings and conclusions drawn in the preceding sections, the researcher provides the following matters, which can be applied on policy making and the following can be considered as relevant.

By improving the chance of employee’s participation the sense of ownership can be created. Influencing employees participating on setting the objectives can obviously change employee’s attitudes towards the process. The organization should believe in giving employees an opportunity to involve and participate on matters that affect them. As supported by Armstrong (2006) Organization, should define the mechanisms for employee voice, such as joint consultation and suggestion scheme, (Employee voice policy).
Managers, supervisors and heads of departments in the Offices of TANESCO should be provided with regular training to conduct proper and timely appraisals with their subordinates. Meanwhile employees should be provided with proper and adequate knowledge of the appraisal function and needs while provided with appropriate guidance and motivation including being encouraged to contribute their own ideas as to what they should accept as challenges and being committed to its objectives and goals. By this it is expected that Managers, Supervisors as well as Heads of Departments shall be able to clearly understand the Mission, Vision and Objectives of the Organization and effectively translate them into practical aspect of it among the Subordinates with reference to the Core Values of the Organization hence guarantee the maximum and satisfactory Service delivery among the Customers. That means, the TANESCO should continuous develop the skills and abilities of employees in order to maximize their contribution and to give them the opportunity to enhance their skills, realize their potential, advance their careers and increase their employability both within and outside the organization.

Nonetheless, other implications are gradual in the sense that short, medium and long term implications shall be determined according to the subsequent policies in the Organization. Both Micro-economic and Macro-economic impact of performance of TANESCO shall be determined by relevant and appropriate analysis of Appraisal Systems.

6.5 Based on the findings, the following areas are suggested for further study

The research study was limited to TANESCO only. Similar or related research studies could be conducted in other organizations and public service institutions for comparative purposes and enhancing collective efforts in making the practice known and acceptable for better work performance.

The present study has succeeded to highlight deficiencies pertaining to the appraisal function at TANESCO. An attempt has been made to determine factors that hinder this very important Human Resources Management function in any organization. The researcher therefore recommend that more research is needed to be undertaken in order to make comparison of these result accuracy with the other organization as that research based on one organization (TANESCO).
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QUESTIONNAIRE FOR TANESCO LEADERS/MANAGER

PART 1; PERSONAL INFORMATION

Tick the appropriate answer.

1. What is your position in TANESCO
   a) Manager
   b) Employee

2. Gender
   a) Male
   b) Female

3. Level of Education
   a) Certificate
   b) Diploma level
   c) First Degree
   d) Masters Degree
   e) Any other (specify) ………………..

Part 2; Understanding on Performance Appraisal

1. Have you heard about performance appraisal system in your organization?
   a) Yes
   b) No

2. Have you ever conducted performance appraisal with your subordinates?
   a) Yes
   b) No
3. Do you give your subordinates sufficient notice before conducting performance appraisal?
   a) Yes
   b) No

4. Do you involve your subordinates in setting standards of performance appraisal?
   a) Yes
   b) No

5. If yes in 4 above how?

6. Do you give performance appraisal feedback to your subordinates?
   a) Yes
   b) No

7. If no in number 6 above, what do you think could be the reason?

8. On the overall assessment of the performance appraisal at TANESCO. Do you think it is accurate and fair?
   a) YES it is accurate and fair.
   b) No it is not accurate and fair
   c) Not sure, undecided.

Part 3; Training on how to conduct Performance Appraisal

1. Have you received any training on how to carry out performance appraisal?
   a) Yes
   b) No

Part 4; Communication feedback to employees

1. Performance Appraisal results are used for management decisions like promotions, salary increase, training etc.
   a) Agree
   b) Disagree
   c) Not sure
2. How satisfactory employees are with the current appraisal system?
   a) Very satisfied
   b) Fair satisfied
   c) Unsatisfied

Part 5: Effectiveness

1. Are there obstacles in conducting performance appraisal?
   a) Yes
   b) No

2. If Yes in 1 above, what could be the reason?

3. Is the performance appraisal conducted with the intent of achieving its objectives?
   a) Yes
   b) No
Questionnaire for TANESCO employees

Part 1; Personal Information

1. What is your position in TANESCO
   a) Supervisor
   b) Ordinary Employee

2. Gender
   a) Male
   b) Female

3. Level of Education
   a) Certificate
   b) Diploma level
   c) First Degree
   d) Masters Degree
   e) Any other (specify) ………………..

4. Who appraise you?
   a) Supervisor
   b) Head of Department
   c) Others (Specify) ………………………

Part 2; Understanding of Performance Appraisal

1. Is the performance appraisal system carried out in your organization?
   a) Yes
   b) No
2. Have you ever been involved in conducting performance appraisal with your Supervisor?
   a) Yes
   b) No

3. If yes in number 2 above, then how many times?

4. Do you happen to get performance feedback after the evaluation?
   a) Yes
   b) No

5. If no in number 4 above, what do you think could be the reason?

6. To what extent do you and your supervisor discuss and agree on your performance standards, exchange views on the progress, and meet to review performance in the light of the standards set?
   a) To a great extent
   b) To some extent
   c) Not at all

7. Do you think that, the performance appraisal system in TANESCO targeting at improving employee performance?
   a) Yes
   b) No

8. Do you think the overall assessment of the performance appraisal at TANESCO is accurate and fair?
   a) YES it is accurate and fair.
   b) No it is not accurate and fair.
   c) Not sure
Part 3; Training on how to conduct Performance Appraisal

1. Have you attend any formal training course on performance appraisal?
   a) Yes
   b) No

2. To what extent do you think your Supervisor is knowledgeable in performance appraisal function?
   a) Knowledgeable
   b) Partially knowledgeable
   c) Not knowledgeable

Part 4; On Communication feedback to employees

1. Do employees get the results of their performance appraisal?
   a) Yes
   b) No

2. Do you think that, the performance appraisal result used for management decision like promotions, salary increase, training etc?
   a) Agree
   b) Disagree
   c) Not sure

3. Do you think the performance appraisal is achieving its objectives of employee’s development?
   a) Yes
   b) No
   c) Not sure

4. Does the performance appraisal process improve your relationship with supervisor?
   a) Yes
   b) No
Part 5; On Effectiveness

1. What are the internal and external factors that hinder the performance appraisal function?

2. Is the performance appraisal conducted with the intent of achieving its objectives?
   a) Yes
   b) No

3. What do you think might have been the problem that made employers to enforce the adoption of performance appraisal?

4. Does the current appraisal system have any effective feedback mechanism to rely on in Management decisions?
   a) Yes
   b) No
Appendix III

Interviews Questions for Respondents

1. What is your position in TANESCO
2. Level of Education
3. What are your opinions if you were involved to set standards in formulating Performance Appraisal process?
4. State whether there is any accuracy and fairness in assessment of the Performance Appraisal.
5. What could be the uses of performance appraisal results?
6. State areas to improve regarding Performance Appraisal Process in the Organization

THANK YOU VERY MUCH FOR YOUR RESPONSE