THE ROLE OF PERFORMANCE APPRAISAL SYSTEM ON INDIVIDUAL WORKERS PERFORMANCE IN PUBLIC ORGANIZATION

A CASE OF SELECTED PUBLIC ENTITIES IN TANGA REGION

By

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Research Proposal Submitted in Partial Fulfilment of the Requirements for Award of the Degree of Master of Business Administration – Corporate Management of Mzumbe University

2015
CERTIFICATION
We, the undersigned, certify that we have read and hereby recommend for acceptance by
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God bless you all.
DEDICATION

I dedicate this work to my lovely daughters Millen and Elaine as well as lovely parents Mr. & Mrs. Baraka Mujungu and the rest of my family, for their love, tolerance, prayers and financial support. This success is equally yours.
### LIST OF ABBREVIATIONS AND ACRONYMS

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<tr>
<td>BARS</td>
<td>Behavioural Anchored Rating Scale</td>
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<td>CSRP</td>
<td>Civil Services Reform Programme</td>
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<td>MBO</td>
<td>Management by Objectives</td>
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<td>OPRAS</td>
<td>Open Performance Review and Appraisal</td>
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ABSTRACT
Notwithstanding the habitual practice of annual appraising employees’ performance, in most cases, results are not systematically utilized to address both employees’ career development and organization growth. This frustrates employees by limiting their professional growth and increase in their income (growth in one’s career normally translates in increase in one’s income). Frustrating workforce always results into stunted productivity which consequently curbs organization’s growth. In a country as poor as Tanzania, sectors performance and growth are of paramount economic importance. For employees to potentially contribute to the growth of the sectors and themselves, they must be objectively monitored and evaluated.

The main objective of this study was to evaluate the role of performance appraisal system on individual workers performance in public organizations. In order to address the main objective, this study strived to determine the role of OPRAS in improving performance of employees in public organizations; employers and employees' level of satisfaction regarding application of OPRAS as a sole performance appraisal system for public organizations; and, ways to improve the undertaking and methodology of OPRAS in order to improve openness, objectivity and satisfaction of both employers and employees in participating in the appraisal exercise.

The study was designed to be an interpretive/constructivist study. It was designed to understand perception of both employers and employees on the role of the OPRAS in improving the productivity of public organizations. The total number of all respondents was 100, who included staff working in the different departments, sections and units at the Tanzania Port Authority, Office of Tanga Regional Commissioner and Tanga City Council. Primary data was collected through focus-group discussions, informal discussions, in-depth interviews and questionnaires from key informants from target organizations. Secondary data was obtained through academic journals, book reviews, official reports, internet, and newspapers.
The findings from this study show that the status of OPRAS implementation in target organizations is comparatively practised. The practice is exercised yearly for every personnel under the supervision of the heads of departments and entire organisations.

The study also found out that while most employees participate in the OPRAS exercises, most do not believe in it. The appraisal exercises themselves are marred with lots of problems. Supervisors are not well trained, the OPRAS phenomenon itself is not well understood. Lack of integration between individual objectives and that of an organisation was another challenge which needs consideration in implementing and evaluating performance among public employees. This goes hand in hand with lack of openness among the personnel, proper selection of indicators that guide the evaluation for performance appraisal within the organisation. Employees believe that employers are not objective in undertaking the OPRAS exercise and do not believe that the appraisal exercise has any positive impact to their individual performances.
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CHAPTER ONE
INTRODUCTION

1.1 Background
It is a practiced norm for firms, both public and private to appraise their employees' job performance and the resultant progressive potential for both personal and organization’s development. Through performance appraisal, managers are able to analyse work performance of employees in relation to their job descriptions and organization's set goals and objectives. As Faizal (2005) quoted in Hezekiah (2011), this process benefits both the employees and organization: “the employees get recognition, career guidance and feedback for their performance and the organizations get qualified, committed and disciplined employee". According to Frank ad Lewis (2004) and Lewis and Frank (2002), private sector gives out more incentive than public sectors when utilizing performance appraisal results on comparable jobs. Burgess and Ratto (2003) argue that money is not the only motivating factor for performance of public servants. They argue that the public servants are motivated by other benefits and incentives such as high access to education and training and high stability and security of their employment than private sector workers. This is also confirmed in a study conducted on public sector workers of Italy (Borzaga and Tortia, 2006). The study found out that monetary reward, pay-for performance, or bonuses are less influential on motivating public sector workers than private sector employees.

It has been a custom of all organizations in Tanzania to evaluate employees’ performance. In the past, managers and higher echelon of the organization were the sole owners of the process. This process was called closed annual confidential report system which aimed at just evaluating the employees’ performance without their participation in the process. This process was characterized by poor feedback and inferior identification of training needs making it impossible to promote performance and accountability of workers (Nigera, 2004). According to Gupta (2006) and Nigera (2004), it is important that the employees know what is expected of them in terms of goals and objectives and how to evaluate themselves in order to increase both ownership of responsibilities,
milestones reached and, problems and challenges they encounter in the course of executing their duties which in turn will improve their productivity.

The public sector in Tanzania adopted the open system and coined it *Open Performance Review and Appraisal System* (OPRAS) (Masawe, 2009). This system aims at increasing open evaluation hence reduce conflicts at work place while at the same time increase productivity. Most of the private organizations in Tanzania have not adopted it.

The main question here is how are the results of performance appraisal exercises translated to improve the productivity of the public organizations? Is there any way to improve on the current performance appraisal system to bring about a more effective and efficient performance of the employees?

### 1.2 Statement of the Problem

At the moment, in Tanzania, public organizations have similar mode of performance appraisal - OPRAS. The system requires employers to undertake annual performance appraisal of their employees.

Notwithstanding the habitual practice of annual appraising employees’ performance, in most cases, results are not systematically utilized to address both employees’ career development and organization growth. This frustrates employees by limiting their professional growth and increase in their income (growth in one’s career normally translates in increase in one’s income). Frustrating workforce always results into stunted productivity which consequently curbs organization’s growth. In a country as poor as Tanzania, sectors performance and growth are of paramount economic importance. For employees to potentially contribute to the growth of the sectors and themselves, they must be objectively monitored and evaluated. This study aimed at evaluating existing practices in workforce performance appraisal and their contribution to the organizations productivity. The study also aimed at informing both employers and employees of the ways to best reap from the performance appraisal exercises.
1.3 Objectives of the Study

1.3.1 Main Objective
The main objective of this study is to evaluate the role of performance appraisal system on individual workers performance in public organizations

1.3.2 Specific Objectives
In order to address the main objective, this study will strive to achieve the following specific objectives:

I. To determine the role of OPRAS in improving performance of employees in public organizations.

II. To determine employers and employees' level of satisfaction regarding application of OPRAS as a sole performance appraisal system for public organizations

III. To determine ways to improve the undertaking and methodology of OPRAS in order to improve openness, objectivity and satisfaction of both employers and employees in participating in the appraisal exercise.

1.4 Research Questions
The following questions will direct this research in addressing the set objectives:

I. What is the role of OPRAS in improving performance of employees?

II. Are employers and employees satisfied with use of OPRAS as a sole performance appraisal system for public organizations? Why?

III. How can OPRAS be improved to be more open and offer both objectivity and more satisfaction?

1.5 Scope of the Study
A range of research methodologies were used to evaluate the influence of OPRAS in employees’ performance and to gauge the level of satisfaction on the use of the system by both employees and employers. In order capture data about the scope of understanding the subject matter and its impact, several methods were used to cover the study: A detailed review of secondary data sources review covering the issues associated OPRAS, an informed surgical examination of the OPRAS at the selected target
organizations, and a series of focus groups, semi-structured interviews and a use of questionnaires.

As this study acknowledges the existence of different respondents who represent divergent perspectives within their institutions, several different survey instruments were developed to record the diverse responses, for example, assessed staff vs. and those from decision-making management who institutes the OPRAS.

The questions posed in the surveys are deliberately open and exploratory. The researcher believes that it is important to discover the respondents’ own view of the utilization and impact of OPRAS to organizations productivity through open ended questions, rather than potentially ‘leading’ the respondents by offering them the chance to simply ‘tick the box’ to allocate an answer. This definitely resulted in rich data, which was textually analysed to identify the conceptual issues that underpin OPRAS practice in public organizations.

1.6 Significance of the Study
Performance appraisal is important for gauging the progress of both employees and employers.

I. Milestones reached are examined

II. Challenges encountered are evaluated

III. Problems faced are analysed

IV. High performances are rewarded

V. Performance laggers are admonished, and

VI. Opportunities for improvements are recognized and acknowledged.

Future plans of the organization are then revisited to take into account the performance evaluation results and plan accordingly for the future. Each component of organization’s goals and objectives for maturity, growth and expansion are supposed to be addressed in the performance appraisal in order to achieve an objective examination of the position of the firm (Chen et al., 2009). Furthermore, improvement of tangible employees’ and employers’ feedback and inclusion of the performance appraisal results to motivate
employers and improve productivity is one of the main objectives of appraisal exercise (Halachmi, 2011).

This study provides the current state of play regarding the appraisal exercise in public and sectors. It provides an objective examination of the performance of the appraisal system that the sectors use while trying to gauge the cost borne by both employees and employers as a result of the appraisal exercises. It unearths ways to improve the appraisal exercise that can be streamlined across all public sectors aiming at consistent and objective examination of employees’ performance to improve productivity and employees satisfaction. At the end of the study, it is known exactly, empirically, the exact contribution of performance appraisals to organizations productivity. It also adds to already available academic and policy information on performance appraisals and their contribution to improve organizations' productivity.

1.7 Limitations of the Study

This study was faced with temporal, spatial, budgetary and missing data constraints. Temporary and spatially, time allocated for the whole study was not enough to do a comprehensive study that would cover a wider array of respondents by covering all representative zones of Tanzania, instead the study resorted to focus in select organizations at Tanga. To make sure that sufficient objective data is collected, the study collected data from three different organizations and from a large number of respondents as chapter three stipulates.

Budgetary constraints were addressed by limiting the number of meetings per organization visited. A due diligence on availability of respondents was done beforehand to plan for data collection days in order to reduce the number of re-visits to the target organizations for data collection. When meetings were not possible to undertake, then other means of communications such as email, skype and phones were used to collect information. Furthermore, there was risk of missing out on some data mostly on the fact that not all questionnaires may be dully filled and returned to the researcher and/or respondents not
responding at all. This was addressed by increasing vigilance in following up with emails and calls to the respondents, if more crucial data were missing, then face-to-face meetings were arranged. Nevertheless, these meetings were very few due to budgetary constraints.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction
Fundamental theories, concepts and philosophies on the subject of performance appraisal and utilization of results of the appraisal exercises to improve employees performance and productivity are briefly discussed in this section. Variables that constitute different methods of appraisal are discussed here as they form the brickwork of the main appraisal exercises and will highly inform the evaluation exercise that is aimed by this study on the different appraisal methods that are used by public and private organizations in Tanzania.

2.2 Performance Appraisal in Tanzania
Performance appraisal is a systematic way of assessing employee’s performance in relation to the individual set goals. In recent years, performance appraisal has become one of the important requirements for a successful business and human resource policies. Most of the big organisations use performance appraisal to monitor, measure and adjust aspects of employees and their performance in order to make appropriate decisions (Manoharan et al., 2009). It is a means of getting better results from employees and measuring performance with agreed goals and competence required. Through performance appraisal; managers will be able to identify the missing skills within the organisation and choose the proper employees to be trained on different areas according to their job requirements. By effectively utilizing skilled employees, organisation may achieve successful results and develop a highly productive work force (Harrington, 2003).

While performance appraisal systems in private sector were introduced by investors from developed countries, Tanzania government has its own appraisal system for its civil servants and has now and then, been undertaking some reforms with the aim of bringing effectiveness and efficiency in public services. The reforms aim to restructure the public sector according to the changes in the world and improve their performance (Faizal, 2005). Poor performance and corruption in the Tanzania public sector limits the
introduction of effective performance appraisal system as a means of eradicating poverty and sustain economic growth (World Bank, 2008).

Along with the performance appraisal system as a means to improving performance of the public sector, other public sector performance management reforms include Civil Services Reform Programme (CSRP) which took party from 1991-1999 (Lukumai, 2006) followed by the Public Services Reform Programme (PSRP) which was implemented in phases with the first phase taking place from 2000 – 2007 aimed to introduce the Performance management System (URT, 2005). It was implemented under the Public Services Management and Employment Policy of 1999 and legalized by the Public Service act No.8 of 2002 these two facilitated the institutionalization of performance management system in Tanzania (Bana and Shitindi, 2009).

Since independency, Tanzania has been putting much effort in fighting against three enemies of development namely poverty, diseases and ignorance. The public sector was used as a main tool to fight against these enemies but it was inefficient and ineffective and furthermore, misappropriated public resources. In 1990’s the government realized that it would take too long for the public sector to eradicate the economic growth enemies hence realized a need of some reforms among which performance appraisal was selected (Word Bank, 2008).Performance appraisal system in Tanzania was geared to improve the efficiency and effectiveness of service delivery in the public sector by insuring the value for money as it is the target for most of the implemented administrative reforms (URT, 2010).

Performance Appraisal (PA) is believed to have brought some improvement in the productivity in both public and private organizations because of the following reasons (Marsden et al., 2007).

I. Performance Appraisal System (PAS) is a way of an organization to assess the individual employees whether they meet their individual goals and perform their tasks for the success of the organization.
II. Since everyone is different in their own ways, PAS is necessary to account for the different contributions of individuals and provide a chance for management to deal with each employee accordingly.

III. PAS is the most used and common tool of performance management as; it defends organization actions against employees because employees will be assessed against the set goals which will be clearly known to employees hence reduce bias in evaluation and decision making. Employees not productive are objectively weeded out.

2.3 Components of the Performance Appraisal System
Performance appraisal can only be applicable if the proper method is used and the management team has the required skills to apply it properly. Some organisations tend to adopt performance appraisal methods and techniques from other organisations without taking into consideration their management ability to apply them. De Waal (2007) argued that poor management practices, bureaucratic inefficiencies and low productivity levels in many organisations create pressure for managers to adopt and implement performance appraisal strategies.

For a performance appraisal to be successful, it has to go through a series of steps in order to track well the employees input to his/her output at agreed time (Figure 2.1). Such components of performance appraisal include:

a) Define expectations (set goals)
   Individuals with the help of their managers or supervisors put down in a special form what they are expecting to achieve in relation to the organisation’s goals.

b) Recording performance
   This is the recording of employee’s effort in achieving his/her goals. This is continuous process basing on day to day activities for the whole appraising period.
c) Measure and evaluate
The recorded employee’s performance is compared to the individual goals set. This process is done at the end of the appraising period.

d) Feedback
This step is very important to both employees and the organisation. Through this process, employees will be able to know the level of their performances, in this case – productivity, and achievements. Equally important, the management will get to know the performances of their employees and other instruments such as policies, rules and regulations and it will be in a better position to decide on the proper remedial measures to improve the productivity and growth of the organization.

Figure 2.1: Components of Performance Appraisal Stepwise

2.4 Approaches of Performance Management

2.4.1 Traditional Approach
This approach was mainly based in the past performance of employees in relation to their goals. It was used as a method of determining rewards and punishments and didn’t take into consideration other important aspects that contribute to the performance of an employee such as training and developments (Rudman, 2003).

In today’s world, traditional performance appraisal has seen to be insufficient as rating employees only is not enough to make an organisation perform, rather other important aspects like identifying the missing knowledge and resources in an organisation are also
very important. Performance appraisal traditional approaches include Rating Scale method, Easy Appraisal method, Ranking method, Paired comparison, Critical incidents methods, confidential report system and Checklist method.

1. **Rating Scale method**  
   In this method, management decides on the scales to be used example 1 to 5, 1 to 10 etc depending on the evaluated aspect. Employees will be evaluated by managers and supervisors through observation and they’ll be given numbers which will be added and who scores more will be treated as a best performer.

11. **Easy Appraisal method**  
   The easy appraisal method is a qualitative which requires appraisers who are the superiors to write down a description of the performance of an employee with evidences to support the information. They are needed to express weak and strong points of employee’s behaviour and work effort.

111. **Ranking method**  
   In this method, employee is assessed by being compared to similar employees and not to any standard measures. This method is mostly used in making decisions about employee of the month/year, who gets promotion etc.

1V. **Paired comparison**  
   This method is similar to ranking method but the evaluation in paired method is done by comparing each employee with others in the same group one at a time.

V. **Critical incidents methods**  
   In this method, managers are required to record all the critical incidents of each employee at the work place throughout the appraising period. The recorded incidents will be used in the evaluation at the end.

V1. **Confidential report system**  
   This system allows managers to observe their employees’ behaviour and performance on their daily duties for a certain period of time. There after
prepares confidential reports which will be forwarded to the top management for making decisions against responsible employees.

V11. Checklist method
In this method, management prepares a simple form which describes a list of objectives and behaviour depending on the culture and objectives of an organization. Then appraisers will be checking whether employee possess such behaviour or not and put a mark.

2.4.2 Modern Approach.
This approach is more open and modernised compared to the traditional one, it provide a room of discussion between the manager and individual (Hezekiah, 2011).

The approach includes methods like Assessment centre method, Human Resource Accounting Method, Behavioural anchored rating scale (BARS), Appraisal through management by objectives (MBO), The 360 degree appraisal which includes Self-appraisal, Appraisal by superiors, Appraisal by subordinates, Peer appraisal and Potential appraisal.

I. Assessment Centre method
Under this method, employees are assessed by a number of assessors in all the things managers think they are important for the success of a particular job. Things like team work, interaction with other employees are assessed. Both observation and written test may be used in the assessment process.

II. Human Resource Accounting Method
This method is more used in the assessment of senior employees. Under this method performance of employees is evaluated in terms of cost. All the cost incurred in recruiting and training, employee’s compensation and other cost expenses related to an individual are calculated and compared to the employee’s contribution at the end of appraising period and the difference will reflect employee’s performance.
III. Behavioural Anchored Rating Scale (BARS)
This method combines graphic rating scale and critical incident method. Critical areas and effective behaviour to achieve the results are determined, then the actual job behaviour is evaluated against the pre-determined behaviour.

IV. Management by Objectives (MBO)
In this method, both manager and employee sit together to set employee’s goals depending on what is expected from the employee in relation to the organization’s objectives. Manager will provide guidance to the employee on how to reach them. Actual performance will be compared to the goals set at the end of apprising period.

V. The 360 Degree Appraisal
This is more transparent and participative performance appraisal method. It considers the concept of self appraisal, subordinates appraisal and appraisal by customers and structured questionnaires and forms are the source of data collection. It is called 360 degrees because it involve employee is evaluate him/herself, people below him, above him and alongside him.

2.5 Empirical Review
Several notable researchers and academicians have researched this subject matter. This section pays homage to their work. Though summarily, a synthesis and analysis of their central arguments that address this study’s hypothetical variables to be researched is done in order to distinguish what work has already been done and the gap that this study aims at covering.

The proper use of performance appraisal is believed to be a major source of high organization productivity in both private and public sectors. Before selecting an appraisal method to be used, organisations are required to take into consideration skills and abilities of their management teams and skills required for the proper application of the selected method. According to De Waal (2007), poor management practices, bureaucratic inefficiencies and low productivity levels in many organisations create pressure for managers to adopt and implement strategies.
Open Performance Appraisal and Review System (OPRAS) were introduced to Tanzania in 2004 (CAPAM, 2009). The adoption of OPRAS by all ministries, departments and agencies was made mandatory and the requirement is embodied in the Public Service Legislation (CAPAM, 2009) and about 2,500 public servants were trained on the use of OPRAS from the year 2004 to 2008. The system was introduced to replace the closed annual confidential report system which was characterised by the lack of feedback to and from the employees hence poor performance and identification of training needs (Nigera, 2004). OPRAS aligns the objectives of the individual public officer with that of the department or unit to the objectives of the organisation. Karyeija (2010) argued that goal setting is an important element in performance appraisal and it stimulate employees effort, gives them focus and encourage them to find new and better ways to work. According to Gupta (2006), continuous communication between the appraiser and the appraise is very important in the whole process of performance appraisal. It is important that the individuals know what is expected of them and how to go about attain the expected results. This is only possible through communication in which there is flow of information and most important agreement upon the expected goal standards.

There has been an argument from previous authors about proper ways of introducing and implementing performance appraisal in Tanzania. Talbot, (2008) argued that the informal values and norms oppose the formal values and requirements of PAS, this implies that the introduction of PAS included the exact content as that of the western countries without any consideration on the ramification due to differences in culture, economy and political between Tanzania and those western countries. According to Kuhlmann (2010), having only good ideas of the performance appraisal is not enough, good ideas must be followed up by system improvements and sound practices to make them work.

While most of the past studies show the emphasis on the open performance appraisal which is adopted by public sector to be the best performance appraisal method, some of
the private organisations still apply the top down approach and as well believe it to give them better results. According to Bhatti (2012), top down performance appraisal is not efficient due to it’s singular perspective. Since evaluation relies only on managers, they might bring personal interests towards employees and cause criticism.

Waxin and Bateman (2009) argued that in the presence of fair and impartial managers, the top-down appraisal provides the best assessment of an employees work relatives to his job. While the open performance appraisal is open to supervisors, managers and sometimes key client commitments, top down performance appraisal seems to relay on managers who believed to have appropriate understanding of the communication and motivation intentions of evaluations.

2.6 Conceptual Framework

Any organisation that undertakes performance appraisal believe it to be one of the major contributors to the performance of an organisation and not otherwise. Some findings from the past studies discussed above revealed the contribution of performance appraisal (both open and top-down) in public and public sectors. Properly applied performance appraisal is seen to be a motivator to the employees at work place because employees feel to be valued through recognition of their effort and as well clearly understanding what is expected of them from the organisation and how to improve their performance.

It is also through performance appraisal that management will be able to identify proper incentives for different employees within the organisation, managers can make appropriate decision on issues like what pay increase will be satisfactory, what retirement package will be motivating enough, who needs to be trained, kind of training suitable for different employees according to their duties, who to keep and who to layoff as well as what resources and work environment needs to be improved to improve employee’s performance. All these things have direct and indirect contribution to the performance on an organisation.
Generally, performance appraisal has a very big impact to the performance of an organization. Organizations will only benefit from the use of performance appraisal if it is properly carried out and decisions basing on it are made correctly (Figure 2.2).

Figure 2.2: Conceptual Framework on Effect of Performance Appraisal to the Performance/Productivity of an Organization
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Research Philosophy

The philosophy that guided this research is Interpretive which is defined in other literature as Constructivist. This philosophy is described by Hatch and Cunliffe (2006) and Blaikie (1993) as a philosophy that argues that individuals and groups make sense of situations based upon their individual experience, memories and expectations. Meaning therefore is constructed and (over time) constantly re-constructed through experience resulting in many differing interpretations. It is these multiple interpretations that create a social reality in which people act. Under this paradigm, therefore, it is seen as important to discover and understand these meanings and the contextual factors that influence, determine and affect the interpretations reached by different individuals. Interpretivists consider that there are multiple realities (Denzin and Lincoln, 2003). Since ‘all knowledge is relative to the knower’ interpretivists aim to work alongside others as they make sense of, draw meaning from and create their realities in order to understand their points of view, and to interpret these experiences in the context of the researchers academic experience (Hatch and Cunliffe, 2006), and hence is inductive or theory building.

The focus of the researcher in this research philosophy is on understanding the meanings and interpretations of ‘social actors’ and to understand their world from their point of view, is highly contextual and hence is not widely general sable (Saunders, Lewis and Thornhill, 2007). Understanding what people are thinking and feeling, as well as how they communicate, verbally and non-verbally are considered important (Easterby-Smith, Thorpe and Jackson, 2008), and given the subjective nature of this paradigm, and the emphasis on language, it is associated with qualitative approaches to data gathering (Eriksson and Kovalainen, 2008). This is the reason this philosophy is being adapted. As this research focuses on both employers and employees perception on the role of the OPRAS in improving the productivity of public organizations, there is a huge variability in the communicated perception and feelings. This philosophy guided the researcher to
provide a subjective decision based on lots of different, and sometimes opposing, information.

3.2 Research Design

3.3 The Study Population
This study made case study of public organizations that are found in Tanga (where the researcher reside) due to ease of access and the fact that the budget was not enough to access organizations that are not headquarter in Tanga. Furthermore, while questionnaires and questions checklists were sent by mail and email follow up was made easy when target organizations were visited physically.

3.4 Sample Size and Sampling Techniques
3.4.1 The Sample Size
Three different public organizations were selected for data collection. Discussions covered management personnel and general employees (males and females) per organization. Those totals of 100 respondents were consulted in the process of data collection.

3.4.2 Sampling Procedures
Three public organizations were purposively selected for data collection. These organizational are: Tanzania Port Authority, Office of Tanga Regional Commissioner and Tanga city council Trial data collection (testing data collection methodology and instruments) was conducted from the mentioned public organizations before returning for real-data collection (after realignment of the methodology and data collection instruments).Random sampling was used to select general employees (apart from higher manager) within those organizations. Higher echelon was purposely selected to include the management personnel that are responsible for performance appraisal and use of the appraisal results.
3.5 Data Collection Methods

In order to objectively collect relevant information, qualitative and quantitative data collection methods were used. Both primary and secondary data were collected. Primary data was collected through questionnaires, focus-group discussions, in-depth interviews and informal discussions. Both managers and employees from target organizations were consulted.

In order to remove bias, instead of sending the questionnaires to relevant human resource department of a target organization to be randomly distributed to employees, researcher visited the target organization and distribute the questionnaires and then went back to collect the duly filled ones. Questionnaires were initially distributed to organizations for a mock-data-collection exercise in order to fine-tune it so that it is effective in collecting objective information. Questionnaire mirrored questions that were discussed in focus-group discussion and in-depth interviews but without too much details collection which were obtained from organizations’ documents and discussions.

Questionnaires were distributed to employees who could not participate in discussions and interviews in order to compliment and possibly correct information that was already collected. In case the discussion and/or interviews could not be held, the respective respondent was asked to duly answer questions from the short list and send them to the researcher. Appendix 1 presents questionnaire used in the study.

Focus-group discussions and in-depth interviews were handled differently. Brief lists of questions were deliberated sent by email beforehand to the relevant respondents (mainly managers, human resources personnel and random-selected employees). This gave the respondents time to understand the questions and prepare in-depth answers and references, and also gave them a chance to consult their colleagues before the meetings. A researcher visited the target organizations for self-introduction and setting up appointments for the discussions and interviews. A maximum of two focus-group discussions (one for management and the other for general employees) and two interviews (as deemed necessary) per organization was undertaken to ensure that all
organization are consulted timely and enough data is collected. Appendix 2 provides the interview guide to be used for Focus Group Discussions and In-depth Interviews.

Furthermore, organizations documents such as reports, directives, policies, and laws were referred to in order to complement information that was collected from above methods. Accompanying literature (books, journals, newspapers, websites etc.) was also accessed. These constituted the secondary data collected for this study.

3.6 Data Analysis Methods

Descriptive analysis was initially used to transmute data into a more coherent and easily understood form. Microsoft Office Excel software was used to convert the collected data into frequency tables, cross tabulations, averages, and percentages for different variables. The further analysis of quantitative data was done by SPSS statistical software which is very robust, accurate and easy to use for statistical analysis.

Qualitative data (mostly from questionnaires and discussions) was analysed by Nvivo software which is highly credible and reputable for analysis of qualitative data.

3.7 Data Validity and Reliability

To ensure that this study is valid and collected valid data, a careful design of the study was done as can be witnessed from introduction to methodology. Data to be collected were well planned so that findings obtained after analysing them would truly address the objectives this study aimed to achieve. Internal validity of this study was controlled through research design through proper management and control of: research subject variability (study focuses on public and private organization only, which were selected through randomisation); size of research subject population and time available for the data collection (a reasonable number of organizations were selected to ensure that the researcher was not unnecessarily burdened with data collection due to time constraints but rather spend enough time at each organization in order to obtain adequate and correct information; history of target population (Tanzania’s organizations, both public and private, do not have a history of not cooperating with researchers. Proper communications to introduce the project before data collection visits were well planned);
and, the data collection and analysis methods were developed to be highly sensitive to ensure collection and analysis of objective data.

For proper representation of the whole of Tanzania employment market, this study planned to cover variety of employers so that its findings can be easily generalized to general job market and be easily adopted. This aimed at ensuring the external validity of the study which woud be rendered invalid if the findings of this study could not be extended or applied to contexts outside those in which this research took place. The variables studied were explicitly described and correlated to the objectives desired and easier future application of the findings to other institutions and environments other than the studied ones.

To ensure reliability of the data collected and analysed, there was a mock data collection for a pair of public and private organizations. The methodology and data collection instruments was then readjusted to ensure that the data collected was both objective and accurately address the research questions. This “mock-data” was not used in data analysis but was used as a reference in case some information needs clarification or extra information from another organization.
CHAPTER FOUR
DATA PRESENTATION, ANALYSIS AND DISCUSSION OF THE FINDINGS

4.1 Introduction
This is an interpretivist/constructivist study. It was designed to understand perception of both employers and employees on the role of the OPRAS in improving the productivity of public organizations. As these perception depend on individual and organization stand on the issue, there is a huge variability in the communicated perception and feelings.

Data collected from different sources, as explained in chapter three, were combined and analyzed. To be more coherent, the analysis and discussion of the results are provided together under specific objectives subheadings aiming at addressing the study’s hypotheses. Before each subheading is discussed, demographic characteristics of respondents is presented.

4.2 Operational Indicators
In order to achieve desired objectives, operational indicators analysed were demographic characteristics of respondents, methodology of OPRAS undertaking, its impact on employees’ performance, and, their satisfaction on the process itself.
4.3 Demographic characteristics of respondents

In social sciences research personnel characteristics of respondents have very significant role to play in expressing and giving the responses about the problem, keeping this in mind, in this study a set of personal characteristics namely, sex, department, education level, occupation, working experience, cadre etc of the 100 respondents have been examined and presented in this section.

This section discusses the distinctiveness of respondents in terms of their sex, and level of education. The said variables were included in the analysis on the assumption that there is correlation between employees with the said attributes. The percentages of distinctiveness of each group of respondents were based on the total number of respondents.

4.3.1 Distribution of Respondents by Sex/Gender

Sex is an important variable in a given Tanzanian social situation which is variably affected by any social or economic phenomenon and globalization is not an exception to it. Hence the variable sex was investigated for this study. Data related to sex of the respondents is presented in the Table 1 where 46 (46%) of all respondents were male and 54 (54%) were female.

<table>
<thead>
<tr>
<th>Category of Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>46</td>
<td>46</td>
</tr>
<tr>
<td>Female</td>
<td>54</td>
<td>54</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Survey 2015

The total number of all respondents was 100, who included staff working in the different departments, sections and units at the Tanzania Port Authority, Office of Tanga Regional Commissioner and Tanga City Council. Table 1 above indicates the statistical data of the sex of respondents in frequencies and percentages. The paramount reason of including this variable is to get different responses from different sex/gender.

4.3.2 Distribution of Respondents by Level of Education

Education is one of the most important characteristics that might affect the person’s attitudes and the way of looking and understanding any particular social phenomena. In
a way, the response of an individual is likely to be determined by his/her educational status and therefore it becomes imperative to know the educational background of the respondents. Hence the variable ‘Educational level’ was investigated by the researcher and the data pertaining to education is presented in Figure 1 below. The presented data show that 69% of the respondents were of bachelor degree or above giving them a cutting edge in understanding the procedures and merits of undertaking OPRAS in their respective organizations.

**Figure 4.1 showing education levels of respondents**

![Bar Chart showing the distribution of education levels of respondents.](image)

### 4.3.3 Distribution of Respondent by Departments

A total number of 100 respondents were involved in this study. The respondents were drawn from departments, sections and units from target organizations. In a simplifying the data collection, respondents were grouped into three groups; Finance and procurement, Administrations, and Operations. Since the three organizations have lots of
different departments that are not finance or procurement or administrations, it was
decided that to ease data analysis every other respondent not falling in the first two
groups should just be grouped as belonging to operations group. Table 2 below
summarizes the distribution of the respondents in their respective departments as
follows: as expected the largest number were from Operations (61%) followed by
administration (23) and the last was Finance and procurement (16%). This combination
enabled the research to obtain representative sample which ultimately increased the
reliability and validity of this study. The high percentage of the technical staff
(operations) was due to the fact that technical staff formed a larger percentage of total
staff in the target organizations but also due to their availability and readiness during the
field data collection, in contrast to the readiness and availability of the administrative,
finance and procurement staff to participate in data collection.

Table 4.2: Distribution of Respondents by Departments

<table>
<thead>
<tr>
<th>Category of Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance and Procurement</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td>Administration</td>
<td>23</td>
<td>23</td>
</tr>
<tr>
<td>Operations</td>
<td>61</td>
<td>61</td>
</tr>
</tbody>
</table>

4.3.4 Distribution of the Respondents by Work Experience

The researcher intended to extract information on the years of experience of the
respondents working with target organizations. The results are as shown in Figure 3
below. This piece of information provided the research with sample of staff with varied
experiences with most of them having more than 5 years’ experience hence being able to
collect wealth of objective information regarding performance and impact of both the
old system of performance appraisal as well as the new one – OPRAS.
4.4 Role of OPRAS in improving performance of employees

4.4.1 Status of OPRAS undertaking in the target organizations

The major objective of this study was to determine the role of OPRAS in improving performance of employees. To understand that role, the research analyzed the status of implementation of OPRAS within the target organizations. 100% of respondents had adequate knowledge of the process and had participated in OPRAS. This proves that the Human Resource Departments of the organizations adheres to the directives from the president’s office – public service department on ensuring that employees both in central and local government are evaluated and appraised annually every year.

The researcher was also interested on the frequency of participation in the process since respondents were employed in their respective organizations. The 100 respondents were asked to indicate how often they had participated in the OPRAS exercise during their work life. It is important to note that OPRAS in Tanzania has been a directive since
2002. 83% of the respondents indicated that they had participated or were involved in the process every year in their stay with the Council. 70% indicated they have participated twice a year. 63% indicated they participated in all three levels of OPRAS process within one year, that is, setting objectives and signing the contract, midyear review and annual assessment during which employees and supervisors assign marks to the establish the annual individual performance. The missing employees were either on study leave or normal annual leave and did not fill forms on their return to work.

This indicates that while OPRAS is conducted every year as directed by the PO-PSM within the philosophy of measuring individual performance in terms of objectives related to the job and the behavior aspects in terms of communication, teamwork, creativity and aspects of leadership, there is also lapses in following up all employees to ensure that all employees participate in the OPRAS activity. This data also shows that the exercise is highly accepted by employees but they do not put much emphasis in participating twice a year and in all levels of the OPRAS process – the organizations’ management may be culprits here too.

4.4.2 OPRAS and performance of employees
This study was specifically interested on investigating the use of the OPRAS as process that has output. When questioned regarding focus of the appraisal officers on the participatory appraisal processes, incredible 98% of respondents declared that the focus is always on measuring the actual performance of the employees. Establishing performance standards; communicating standards and expectations, and, comparing with standards and discussing results were not at all focus of the appraisal officers. Furthermore 95% reported that focus of appraisal officers on appraisal criteria has always been on job execution. Criteria such as job planning, knowledge of job, and evaluation of learning and adapting ability were deemed not important at all. This shows that the focus of the appraisal officers is just on how employees perform in the respective period. Without emphasis on other facets of job improvement other than job execution there is now way one would argue that the OPRAS was implemented in a way such that a comprehensive job accomplishment assessment is undertaken in a comprehensive way thus improve all around performances of employees. With all that
percentage (98%) of the respondents believing that OPRAS is only for measuring performance of employees rather than other important use such as setting annual objectives in relation to organizations’ strategic plan, rewarding, promotion and training and career development, it indicates a that OPRAS is implemented without prior training and effective communication on its systemic use with the annual and permanent employment life of an employee. It creates a quest for knowing whether the responsible officers use the guidelines available for sharing with subordinate during the OPRAS sessions. Most employees believed that believed that OPRAS process is purely the filling in of appraisal forms for only the sake of it.

Furthermore, 97% of all respondents reported that there is rarely, if any, feedback to the appraisal exercise results. There are rarely, if any, any activities that results solely from the appraisal results. Training, salary increase, and promotion did not have any correlation to appraisal exercise results. They argued that there are years they have performed badly and were still promoted and salary increased, and there were years they performed so great but no salary was increased nor were they promoted. This means that there are other factors that the management of the organizations use when deciding who and when to either punish, send to training, promote or just increase their salary.

4.5 Satisfaction in the application of OPRAS
One of the major undertaking of any action is the acceptance of the stakeholders implementing it. This study aimed at also gauging perception of the employees in participating in the OPRAS exercises. As table 3 below shows, majority of employees do not believe that the appraisal process is objective. Most of them argued that they participate in the exercise because they are required to do so by management. They do not believe that the exercises are objectively designed and undertaken. There is poor preparations and training on OPRAS. The management do not know exactly how to undertake the exercises correctly, efficiently and effectively and likewise, employees do not understand how to participate equally in the appraisal exercises. They do not understand the regulations guiding the exercise. They reported that however honest they are in filling up form, the bosses assessments are always subjective to other factor other
than actual job performance itself. For example, if employees had a run-in with their
superior outside work, they will end up being harshly assessed. Most of the employees
did not know how to solve such a problem in case it occurred. OPRAS was created to
make the whole performance assessment exercise become as transparent and objective
as possible, but it seems that is not the case.

Table 4.3: Level of objectivity of the performance appraisal process

<table>
<thead>
<tr>
<th>Employees Perception</th>
<th>Percentage of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not objective at all</td>
<td>22</td>
</tr>
<tr>
<td>Not very objective</td>
<td>56</td>
</tr>
<tr>
<td>Objective</td>
<td>20</td>
</tr>
<tr>
<td>Quite Objective</td>
<td>1</td>
</tr>
<tr>
<td>Very objective</td>
<td>1</td>
</tr>
</tbody>
</table>

Source: Field data 2015

As revealed in preceding sections, results of OPRAS exercises do not necessarily lead to
either promotion or salary increase or training opportunities. Respondents argue that
however when employer wants to punish an employee, then OPRAS form will be used.
This has led to employees believe that the exercise is not geared to help them but rather
be used as a weapon by employers. Table 6 shows that majority of workers believe that
OPRAS results have no impact at all to their performance levels. Significantly though,
28% believe that the exercise has a negative impact to their urge to perform or work
harder. They argue that when all the subjectivity and biasness are employed when
promoting fellow employees, it means that however hard one works it does not matter –
nobody cares.

Table 4.5: Perceptions of respondents on performance appraisal effect on their
commitment to work

<table>
<thead>
<tr>
<th>OPRAS impact on employee performance</th>
<th>Percentage of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Make me work harder than expected</td>
<td>2</td>
</tr>
<tr>
<td>Make me work at my normal pace</td>
<td>70</td>
</tr>
<tr>
<td>Makes me work below expectation due to how it is conducted</td>
<td>28</td>
</tr>
</tbody>
</table>

Source: Field data 2015

4.6 Challenges of, and ways to improve OPRAS undertaking

4.6.1 Challenges of implementing OPRAS

In any performance appraisal, implementation in any organization is expected to meet
some challenges. With this customary anticipation therefore, the third objective of this
study was to enquire the challenges experienced in the course of OPRAS implementation in the target organizations. The respondents reported in descending array that, lack of employees guidance, lack of trained managers on OPRAS, poorly selected performance indicators, lack of assistance, and poorly set performance standards as the main challenges in execution of OPRAS.

Lack of employees’ guidance challenge constituted more than 74 percent of the respondents’ responses. This shows that there is lack of training for performance appraisal. When effective employees guidance is missing it leads to feeble participation, ownership, opportunity to appeal as well as it means poor setting of clear objectives in the working station. The employees feel that filling up the forms is just to accomplish the order from somewhere and not as the part of improving and maximizing the performances within their organization. During interviews, ten respondents pointed out that “…we just fill in those forms (OPRAS) to satisfy our bosses and nothing more”. In this situation therefore, the expected performance appraisal is maltreated by both supervisors and the subordinates and the expected outcomes become null and void.

73 percent of the respondents reported that lack of enough knowledge on how the whole appraisal exercise should be undertaken is another major challenge to institutionalization of OPRAS. While some few supervisors had some acceptable understanding on OPRAS, most managers did not know clearly how and what to do with OPRAS implementation. It is obvious that when there are few trained personnel or none at all, the whole process is at risk simply because the intended goal cannot be explained explicitly due to ignorance of the participants. When supervisors were asked about the training they said that due to limited budget, there were very few seminars and workshops undertaken so that might be the reason for poor knowledge of supervisors. This situation has led to employees not having confidence in their supervisors’ participation in the exercise which derails the whole exercise.

Poor selection of performance indicators constituted 52 percent of all responses. It is clear that when both supervisors and subordinates fail in selecting performance
indicators the expected output cannot be measured. At the end of the day therefore, the employees will find themselves failing to improve their performances towards the target goals.

An effective open performance appraisal needs clear and well set standards according to institution objectives at one hand and the code of conduct on the other. Target organizations seemed to fail in setting standards which results into failure to reach the expected goals when implementing the OPRAS as well as failure to communicate the purpose of the performance appraisal itself. All these challenges pointed out by the respondents devalue the evaluation of performance and qualities of employees being evaluated. It is imperative that solutions are found so that the whole exercise becomes sustainable and robust.

4.6.2 Ways to improve OPRAS implementation
In order to oil the undertaking of OPRAS, the following strategies were suggested for the improvement by respondent. The first strategy pointed out by 56 percent of the respondents was to prepare a realistic budget to meet the required resources. The provision budget for this activity is not enough at all hence the needed resources and activities (training, appeals, stationaries, etc.) automatically appear inadequate. It is genuine that with adequate resources the smooth sailing of the OPRAS activities can be attained.

The second clue to improve the situation that was suggested by 22 percent of the respondents was for the supervisors to be trained to know how to administer OPRAS properly. As it was pointed as the challenge in implementing the whole activity, the respondents suggested the central key that the supervisors should be well equipped on the OPRAS’ technical know-how. The training for the operational supervisors will make them ready to solve others challenge such as setting of clear goal at the beginning of the process and selection of indicators. The respondents comment that when these are taken care the smooth OPRAS execution will be maintained by both supervisors and subordinates on the one side and the organization on the other. Furthermore the
performance appraisal will be refined as these are the central components within employees and organization evaluation.

22 percent of respondent argued that there should be integration between individual objectives with those of the organization as well as to observe openness in every step of the OPRAS endeavour. It is clear that participation of the personnel in any organization towards the common goal yields the desired output. The respondents insist on the entire administration dealing with performance appraisal to take in consideration that when the personnel aim together they reach further. In so doing the whole process will generate the desired goal and objectives.
CHAPTER FIVE
DISCUSSION OF FINDINGS

5.1 Introduction
This chapter summarizes the findings generated and analysed. The report in chapter four is discussed in relation to research questions earlier formulated and outlined. The chapter is divided into one section findings on the role of performance appraisal: al system on individual workers performance in public organization

5.5.1 Role of OPRAS in improving performance of employees
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As revealed in preceding sections, results of OPRAS exercises do not necessarily lead to either promotion or salary increase or training opportunities. Respondents argue that however when employer wants to punish an employee, then OPRAS form will be used. This has led to employees believe that the exercise is not geared to help them but rather
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Poor selection of performance indicators constituted 52 percent of all responses. It is clear that when both supervisors and subordinates fail in selecting performance indicators the expected output cannot be measured. At the end of the day therefore, the employees will find themselves failing to improve their performances towards the target goals.

An effective open performance appraisal needs clear and well set standards according to institution objectives at one hand and the code of conduct on the other. Target organizations seemed to fail in setting standards which results into failure to reach the expected goals when implementing the OPRAS as well as failure to communicate the purpose of the performance appraisal itself. All these challenges pointed out by the respondents devalue the evaluation of performance and qualities of employees being evaluated. It is imperative that solutions are found so that the whole exercise becomes sustainable and robust.

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CHARTER SIX
CONCLUSION AND RECOMMENDATIONS

5.0 Introduction
This chapter summarizes and gives the conclusion and recommendations on the challenges and implementation of Open Performance Review and Appraisal System, taking the experience of Tanzania Port Authority, Office of Tanga Regional Commissioner and Tanga City Council. Part 5.2 is allocated for recommendations and suggestions for further research.

This study aimed at intricate analysis of role of OPRAS to affect the performance of employees. The study aspired to examine how OPRAS is conducted by human resource professional managers, staff administrative staff, viewing the effects of proper implementation and challenges of OPRAS in relation to their tasks, ranks and roles.

Various studies on OPRAS put forward that OPRAS contributes to the creation of competitive advantage through its effective implementation and not partial implementation. When integrated with the proper articulation of strategic plans, employees' participation, trust, proper performance feedback, it leads to a competent career development but the findings have revealed that OPRAS undertaking in the target organizations has huge flaws that need to be addressed if merits of the appraisal system are to be realized.

5.1 Conclusions
The findings from this study show that the status of OPRAS implementation in target organizations is comparatively practised. The practice is exercised yearly for every personnel under the supervision of the heads of departments and entire organisations.

The study found out that while most employees participate in the OPRAS exercises, most do not believe in it. The appraisal exercises themselves are marred with lots of problems. Supervisors are not well trained, the OPRAS phenomenon itself is not well understood. Lack of integration between individual objectives and that of an
organisation was another challenge which needs consideration in implementing and evaluating performance among public employees. This goes hand in hand with lack of openness among the personnel, proper selection of indicators that guide the evaluation for performance appraisal within the organisation. Employees believe that employers are not objective in undertaking the OPRAS exercise and do not believe that the appraisal exercise has any positive impact to their individual performances.

5.2 Recommendations and Suggestions for Further Research

I. This study has come up with the challenges of administering OPRAS public institutions. It is therefore recommended that the government and supervisors need to ensure that the allocation of budget for OPRAS activities in public institutions is realistic enough to accommodate the entire process of its implementation. In the case of insufficiency, there should be strategic plan to cover the fiscal requirement to boost the available amount. The argument that there is no enough money to meet the required resources can be solved with stake holders by creating a participatory awareness on how to improve the needed amount. In so doing performance appraisal would be promising.

II. It is highly recommended that integration between individual objectives with those of the organization should be taken into consideration. Through common setting of objectives in both parties would enable to meet the target goals which will act as the mirror towards the improvement of both individual and organization vision and mission. Also this is the opening gate to the setting of clear goals and proper selection of indicators.

III. Supervisors need to ensure that they have enough knowledge on how to administer OPRAS activities properly. As subordinates depend to be guided on how to execute the forms, the only way to do it better is for their supervisors to be well equipped so that they will be in a position to impart that knowledge to others. Seminars or workshops can be conducted to fulfil this need. The know-how of the supervisors would help to pave the way to the required standards on
the performance of an individual employee, the group and the community at large.

IV. Furthermore it is recommended that openness should be maintained throughout the OPRAS process. This pursuit is needed to be as open as possible between a supervisor and the supervisee from the beginning to the end. It is only openness that will bring fair and just evaluation to the parties.

V. Openness and objectivity would also lead to rational appraisal and promotion among the public employees. In so doing, this would act as motivation to the workers in their occupation and lead to effective accomplishment of the expected outcomes. When openness in maintained it creates punctuality to both employer and employee for balancing the two sides in performance appraisal.

VI. This study recommends further research be undertaken in the following areas. This study noted that the basic challenge in implementing OPRAS is lack of fiscal resources; hence the mechanism on improving the distribution of fiscal source realm for the implementation of OPRAS activities need to be studied to make smooth performance appraisal for the public servants.
REFERENCE


APPENDICES

APPENDIX I: QUESTIONNAIRE

Dear respondent,

This questionnaire has been designed to evaluate the performance of employees’ performance appraisal systems in public and private organizations in Tanzania as a partial/fulfilment of the Requirements for Award of the Degree of Master of Business Administration – Corporate Management of Mzumbe University. The information you provide will help us understand how performance appraisal systems are working. I request you to respond to the questions frankly and honestly. This research is conducted for academic purposes and you are assured of confidentiality and anonymity of the information you provide.

Please provide answers to the following questions:

Demographic Characteristics of Respondents.
1. Gender: Male ( ) Female ( )
2. Age: 20-24 ( ) 25-29 ( ) 30-34 ( ) 35-39 ( ) 40-44 ( ) 45 and above ( )
3. How long have you been working in the current organization?
4. Less than one year ( ) 1-3yrs ( ) 4-6yrs ( ) 7-9yrs ( ) 10 years and above ( )
5. Highest education level: Secondary School ( ) Bachelor's Degree ( ) Masters Degree ( ) Others (Please specify)........................................................................................................................................

Main reasons for conducting performance appraisals (PA)
6. Which of the following is/are among the main reasons for conducting performance appraisals at your organization? (Please tick as many as are relevant)
   a. Correcting the deficiencies of work ( )
   b. Giving feedback ( )
   c. Employee motivation ( )
   d. Promotion ( )
   e. Salary administration ( )
f. Training and development ( )
g. Others (Please specify)

Performance Appraisal processes and procedures

7. Are you given any notice before performance appraisals are conducted? YES ( ) NO ( )

8. If your answer to question (7) is yes, what is the timing of the notice given to you before the Performance Appraisal takes place?
   a. One month ( )
   b. Two months ( )
   c. Three months ( )
   d. No fixed period ( )

9. Which of the following performance appraisal criteria do appraisal officers often use? (Please tick as many as are relevant)
   a. Job action planning ( )
   b. Job execution ( )
   c. Knowledge of the job ( )
   d. Evaluation of learning and adapting ability ( )
   e. Punctuality and attendance ( )
   f. Others (Please specify) .................................................................

10. How often are you appraised per year?
   a. Once every quarter ( )
   b. Twice a quarter ( )
   c. Three times a year ( )
   d. Once a year ( )
   e. As and when it is necessary to do so ( )

11. Which of the following participatory appraisal processes do appraisal officers mostly involve employees in during the appraisal exercise?
   a. Establishing performance standards
   b. Communicating standards and expectations
   c. Measuring the actual performance
d. Comparing with standards Discussing results

Decision making
12. How do you assess the officers who conduct Performance Appraisal in your organization?
   a. Very knowledgeable ( )
   b. Knowledgeable ( )
   c. Not very knowledgeable ( )
   d. Not knowledgeable ( )
13. Who sets the targets for the employees?
    ……………………………………………………………………………………………
14. Are employees or teachers involved in the target setting? YES ( ) NO ( )
15. How is the appraisal done in your institution?
   a. Appraiser uses a rating scale to appraise ( )
   b. Appraiser writes employee performance in essay form ( )
   c. Appraiser records exceptional behavior of employee at work ( )
   d. Others (Please specify)……………………………………………………………
16. Who does the appraisal?
    ……………………………………………………………………………………………
17. What happens after the appraisal exercise is completed?
   a. Feedback ( )
   b. Punishment ( )
   c. Training ( )
   d. Salary increase ( )
   e. Promotion ( )
18. What career developmental activities were identified at the last evaluation discussion?
    Were these plans completed? On time?
    ………………………………………………………………………………………………………
    ………………………………………………………………………………………………………
Problems associated with Performance Appraisal

19. What is the main difficulty associated with performance appraisal processes being followed at your organization?
   a. Low commitment ( )
   b. Low management accountability ( )
   c. Performance Appraisal not directly linked to promotion and reward ( )

20. On a scale of 1 to 5 (with 5 being Very objective and 1 being Not objective at all), how do you rate the level of objectivity of the performance appraisal process in your institution?
   a. 1-Not objective at all ( )
   b. 2-Not very objective ( )
   c. 3-Objective ( )
   d. 4-Quite objective ( )
   e. 5-very objective ( )

21. Do you receive a fair performance appraisal report? YES ( ) NO ( )

Effect of Performance Appraisal on employee performance

22. How does performance appraisal affect your commitment to work?
   a. Makes me work harder than expected ( )
   b. Makes me work at my normal pace ( )
   c. Makes me work below expectation due to how it is conducted ( )
   d. Others (Please specify) .................................................................

23. With the following ranked from 1 to 6 in order of preference (6 being the most preferred and 1 being the least preferred), which of these factors below can best help improve performance appraisals at your organization?
   a. 1 -Positive attitude to work ( )
   b. 2-Motivation ( )
   c. 3-Further training in their area of work ( )
   d. 4-Improved conditions of work ( )
e. 5-Clear definition of duties ( ) 108
f. 6- Strict supervision ( )

**Uses of Participatory Appraisal records**

24. In your opinion, how are performance appraisal results useful to your organization?

   (Please tick as many as are relevant)
   
   a. Administering wages and salaries ( )
   b. Giving performance feedback ( )
   c. Identifying employee strengths and weaknesses ( )
   d. Determining employee training needs ( )

25. Has the use of performance appraisal results improved your organization's performance and productivity? If the answer is Yes, please explain how.

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   ..............................................................................................................................
   ..............................................................................................................................

26. What recommendation would you give for an effective implementation of performance appraisals?

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   ..............................................................................................................................
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APPENDIX III: Research Work-plan and Budget

Research Work-plan

For a comprehensive and logical undertaking of this study, the following activities schedule were undertaken

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<th>No.</th>
<th>Description</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Preparation of research proposal and supervision</td>
<td>4 weeks</td>
</tr>
<tr>
<td>2</td>
<td>Proposal submission</td>
<td>1 week</td>
</tr>
<tr>
<td>3</td>
<td>Field work and data collection</td>
<td>3 weeks</td>
</tr>
<tr>
<td>4</td>
<td>Data analysis and interpretation</td>
<td>1 week</td>
</tr>
<tr>
<td>5</td>
<td>Report writing 1st draft</td>
<td>1 week</td>
</tr>
<tr>
<td>6</td>
<td>Report writing final draft</td>
<td>1 week</td>
</tr>
<tr>
<td>7</td>
<td>Report submission</td>
<td>1 week</td>
</tr>
</tbody>
</table>

Estimated Research Budget

The budget for this research has been one of the limiting factors; otherwise the study would have been more extensive and comprehensive. Table 3.2 depicts the available budget and how it has been apportioned.

<table>
<thead>
<tr>
<th>No.</th>
<th>Activities</th>
<th>Estimated cost</th>
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<tbody>
<tr>
<td>1</td>
<td>Registration (proposal)</td>
<td>60,000/=</td>
</tr>
<tr>
<td>2</td>
<td>Food and beverages</td>
<td>540,000/=</td>
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<tr>
<td></td>
<td>Total</td>
<td>600,000/=</td>
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Other miscellanies estimated

<table>
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<th>No.</th>
<th>Activities</th>
<th>Estimated cost</th>
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<tbody>
<tr>
<td>1</td>
<td>Research field costs</td>
<td>500,000/=</td>
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<tr>
<td>2</td>
<td>Research production</td>
<td>640,000/=</td>
</tr>
<tr>
<td>3</td>
<td>Stationary</td>
<td>500,000/=</td>
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<td></td>
<td>Total</td>
<td>1,640,000/=</td>
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<tr>
<td></td>
<td>Grand Total</td>
<td>2,240,000/=</td>
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