

**THE IMPACT OF PERFORMANCE APPRAISAL SYSTEMS USED IN
UTILITY COMPANIES ON EMPLOYEE JOB SATISFACTION: THE CASE
OF PERFORMANCE DEVELOPMENT PROGRAMME USED BY
TANESCO, ILALA REGION, DAR ES SALAAM**

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OF PERFORMANCE DEVELOPMENT PROGRAMME USED BY
TANESCO, ILALA REGION, DAR ES SALAAM**

**By
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**A Dissertation Submitted to Mzumbe University Dar es salaam Campus
College in Partial Fulfilment of the Requirements for Award of the Degree of
Master of Business Administration (MBA) of Mzumbe University**

2013

CERTIFICATION

We, the undersigned certify that have read and hereby recommend for acceptance by the Mzumbe University a dissertation entitled -Impact of Performance Appraisal Systems used in Utility Companies on Employee Job Satisfaction: The Case of Performance Development Programme Used by TANESCO, Ilala Region, Dar es Salaam, Tanzania, in partial/fulfilment of the requirements for award of the degree of Master of Business Administration (Corporate Management) of the Mzumbe University.

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Thanks go to my family and all my friends for their encouragement throughout my academic life. Thank you all and I hope the result justifies your prayers, efforts to encourage, help, motivate and support me. However, the above-mentioned individuals and institutions are not responsible for any shortcomings in this study. The views expressed, errors and omissions contained, in this dissertation are mine.

DEDICATION

This dissertation is dedicated to my family whose blessings, moral and spiritual support have made it a success, my beloved Husband for tolerating my busy schedules and spending little quality time with the family, my dearest children Daniela and Lincoln-Ethan who bear my absence.

LIST OF ABBREVIATION AND ACRONYMS

HRD	: Human Resources Department
HRD	: Human Resources Management
LGAs	: Local Government Agencies/Authorities
PAS	: Performance Appraisal System
PDP	: Performance Development Programme
TANESCO	: Tanzania Electric Supply Company Limited
URT	: United Republic of Tanzania
USA	: United States of America

ABSTRACT

The only task for utility companies is to make progressive steps and necessitate them to alleviate dissatisfaction amongst their employees by extensively restructuring their actually used performance appraisal systems. This study was in fact; mainly concerned with findings out the impact of Performance Appraisal System (PAS) used by utility companies on employee job satisfaction in Tanzania: the case of Performance Development Programme used by Tanzania National Electric Company Limited (TANESCO) Ilala Region, Dar es Salaam. The methodology employed by this study had involved the use of questionnaire, focus group discussion in gathering data from the sample size of 60 respondents. Likewise, tables, graphs/pie charts, both illustrated by percentage were used in presenting, and in illustrating facts from respondents upon which further analytical and discussion steps were performed as well. Meanwhile, the study was tasked to achieve four specific objectives including; to determine the impact of PDP used by TANESCO on employee job satisfaction, to find out the level of employee performance as resulted from PAS used by utility companies, to establish the outcome of having specific PAS on employee job attitude in utility companies, and to suggest strategy to be adopted by TANESCO in restructuring its performance development programme to improve employee job satisfaction.

Based on the findings, the study had concluded that; there is an impact derived from the use of PDP in TANESCO which had resulted into job dissatisfaction amongst many employees and marked by tendencies like; complaints as being dissatisfied, others have depleted their attendance to their job placement, the likelihood of labour turnover which might occur in the near future and so on. Based on findings, the study had also concluded that; the overall job performance had gone lower after the integration of PDP than it was before its coming-in. The study further concluded that; the attitude of employees towards their job was quite negative following the integration of PDP since many of them seemed to be dissatisfied with it. And finally, one of the suggestions obtained thorough findings have included; utility companies

would pay incentives to employees based on other grounds like; hour spent by an employee (being extra or any other) in achieving any duty.

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CHAPTER ONE

PROBLEM SETTING

1.1 Introduction

This chapter introduces the study by mainly presenting the background, statement of the problem, objectives, research questions, scope and limitations, significance and delimitation of the study.

Meanwhile it should in advance be very important to recognize that organizations are run and steered by people, (Abarton, 2010). This means it is through people that goals are set and objectives realized. The performance of the organization is, thus, dependent upon the sum total of the performance of its employees. To this end, it means, organization is like a tune.

It is not constituted by individual's sounds rather by their synthesis (Abarton, 2010; Hurt et al, 2008). The success of an organization, therefore, depends on its ability to accurately measure the performance of its members and use it objectively to optimize them as vital resources, (Carolyn, et al, 2008). Based on these statements, therefore, this study sought to determine the impact of performance appraisal systems on employee job satisfaction in utility companies – the case of Tanzania Electric Supply Company Limited (TANESCO), Ilala Region, and Dar es Salaam, Tanzania.

1.2 Background of the Study

A good number of existing literatures have no clear evidence as to when and from where the origin of performance appraisal (PA) can be traced back (Bernard, and Chester, 2008). Meanwhile, there are some of them, of which, by several reasons, provide that the history of performance appraisal around the globe goes hand to hand with the history of performance management – and both go parallel with the origin of human capital management, (McGrath, 2006; Zitta et al, 2010). Because, according McGrath, (2006) it is very ancient when human capital management took its inception and immediately since then people had to be directed, supervised and above all assessed in order to critically determine what they have rendered and interchangeably the organization could resultantly determine what to grant, rewards

to employee based on their overall performance (Sheppard et al, 2003). That implies the aim of performance appraisal was since then held by the tendency from organization management to determine the pace being made by the organization, and afterwards, become able to assure about the alternate progress, or, the other side result (John, 2005).

Similarly, Aswathappa, (2001) indicates that the origin about either managing or even appraising people performance could be traced back from ancient Egyptian civilization during the Pharaoh era – exemplarily during the construction of pyramids, temples and other social-related activities. In this period, (Before Christ) precisely, human capital were managed as well as assessed in order to allow the Pharaoh administration to ascertain the overall progress made through people performance so that they go sure about their stability and achievement made thereon.

This trend took extensive spread and– as time and nowadays-occurring changes, plus the rapid changing nature of business environment, performance appraisal kept from them on gradually escalating and has become a common tool used to both manage as well as assess employee performance. However, Robert, and Baron, (1996) precise that such a reference took progressive steps and has become not only common rather one of the most prominent tools used by almost all firms around the globe as the way towards keeping high and satisfying job performance and latter on, assure the organization long survival. (Bernard, and Chester, 2008)

Since then almost all organizations in almost all nations, around the globe, have gone in to the same tension and consequently some of them have been in line to develop certain appraising systems and programmes to either manage or specifically assess employee performance (Edward, and Lawler, 2007). To illustrate this fact, it should be remembered that many organizations being parastatal and private ones in Tanzania, have since some decades ago, been in line to develop particular programmes and systems, specifically, to assess their

Employee performance and pay upon that appraisal result. One of the very tangible examples to illustrate this fact included; Tanzania Electric Supply Company (TANESCO), National Housing Corporation (NHC), and so many others who possess specific appraising programmes and systems for appraising their employee performance and pay them upon appraisal results (TANESCO, PDP report 2012).

1.2.1 Background of Performance Appraisal Systems (PAS) used by TANESCO

As far as TANESCO is on the main concern, the study placed a focus to review the appraisal programme used therein. Knowingly, the performance appraisal system used by TANESCO commonly known as Performance Development Programme (PDP) was developed and brought into being since 2009 with the aim to put corrective measure about the whole process of managing the supply of electricity in the country in most effective manner (TANESCO, 2012).

The Performance Development Programme (PDP) has been prepared in accordance with the Contract between Tanzania Electric Supply Company Limited (TANESCO) and the National Water and Sewerage Corporation (NWSC), Uganda, for the provision of Consultancy services for Improvement in the Operational and Financial Performance of TANESCO. The main objective of the establishment of the PDP is to enable TANESCO to improve the operational and financial performance through the development and implementation of high impact performance development programmers and optimized decentralization of operations in the zones and regions (TANESCO, 2012).

The PDP entails actions and strategies that will be implemented within twelve(12) months (May 2012 – Apr' 2013) in a bid to improve TANESCO's operational and financial performance with special focus on the five zones namely: Lake, North, Central, South West Highland and Dar & Coast Zone that shall also include Lindi and Mtwara regions. The PDP framework includes monitoring and evaluation provisions, a performance-based incentive mechanism as well as a Memorandum of Understanding (MoU) between Head Office and Regions as a sign of commitment by all parties to the performance enhancement initiatives. (TANESCO, 2012)

ii) The Mission Statement of TANESCO

The mission of TANESCO is to generate/purchase, transmit and supply electricity in the most effective, competitive and sustainable manner possible.”

iii) Goals and Objectives:

The goals and objectives stipulated in the Corporate Business Plan, to which the PDP has been aligned and mainstreamed include the following:- to turnaround the financial position of the company by 2013, to improve customer service, to improve power quality, reliability and security and to develop human resources

1.3 Statement of the Problem

The extension of performance appraisal has become tangible. And doubtlessly, such a spread out is due to the rapid changing nature of business as mainly characterized by different arising business pressures since everyone in the market wants to hold the highest competitive position, and the desire to effectively achieve the preset gals, plus other reasons – inevitably this situation calls for the reason why employee would always be assessed and motivated upon (Sheppard et al, 2003). Therefore, based on this evidence, it is quite clear that aspect of performance appraisal is now common in every nation including Tanzania in particular, wherein many organizations have been in line to develop their own appraisal systems and programmes, like; TANESCO, National Housing Corporation, BarrickGold Mining Company, and many others.

Notwithstanding performance, appraisals and related standards have been in existence for many years, this field seems to have obtained a new image already. To better explicate this phenomenon, it should be remembered that many of today’s-organisations including those in Tanzania have adopted their own way of appraising their employees performance by establishing own programmes and systems to do so. In this regards, exemplarily, TANESCO in particular – has got its own appraisal programme commonly known as PerformanceDevelopment Programme (PDP). In reality, it is this programme that determines particular incentive employee would receive as based on result revealed thereon as per task achieved. In other words, it

means, employees incentives are paid to them based on results as determined from the performance of PDP.

As result, and, since such programmes have been introduced and practiced; many employees from many utility companies in Tanzania, ruling in TANESCO have been showing negative feeling towards these systems as they oppose to their application. Employees on their view, emphasize that incentives would be paid to them based on extra hours rendered, and based on other grounds but not on the results from work, tasks achieved as determined by the report from the performance of Performance Development programme used by TANESCO. In reality, this undoubtedly testifies the extent to which a good number of employees at TANESCO are not happy with the PDP being used and as the basis for the payment of their incentives.

The Human Resources Department (HRD) in particular, have indicated that following the introduction of PDP, majority of employees seem to be too reluctant in achieving different duties/tasks assigned to them. As the result, the overall performance has depleted from 91% as in 2007 into 52% as up to 2011. But also, the same HRD announced that such a downwards performance result is the consequence of many employee to seem not to be happy and nurtured in carrying out their tasks and their being at TANESCO. Very interestingly, this evidence stipulates much as to why many questions may rise to know the level of employee satisfaction vis-à-vis their job due to the integration of PDP. This is, thus, the concern of the study in hand as it sought to find out the impact of performance appraisal systems used by utility companies on employee job satisfaction.

Inevitably, findings from this study have helped not only TANESCO –rather all modern companies as they have become capable of scrutinizing the effect of applying special Performance Appraisal Systems (PAS) as the basis for establishing incentive schemes on their employees job satisfaction. Because, job satisfaction, is largely the key exciter for high performance, which is the only and mere expectation and dependence of any organization.

1.4 Objectives of the Study

This study was guided by one general objective out of which four specific ones were constructed as follows

1.4.1 Main Objective

The main objective of this study was; to determine the impact of performance appraisal systems used in utility companies on employee job satisfaction

1.4.2 Specific Objectives

1. To attain the general objective of the proposed study, four specific objectives were formulated as follows.
2. To determine the impact of performance development programme used by TANESCO on employee job satisfaction
3. To find out the level of employee performance as resulted from performance appraisal systems used by utility companies
4. To establish the outcome of having specific performance appraisal systems on employee job attitude in utility companies
5. To suggest strategy to be adopted by TANESCO in restructuring its performance development programme to improve employee job satisfaction

1.5 Research Questions

The study was tasked to answer one general research question, out of which four specific ones were constructed

1.5.1 Main Research Question

The general research question of the study was; what is the impact of performance appraisal systems used by utility companies on employee job satisfaction

1.5.2 Specific Research Questions

The followings were the four specific research questions of the study.

1. What is the impact of performance development programme used by TANESCO on employee job satisfaction?
2. What is the level of employee performance resulted from performance appraisal systems used by utility companies?

3. What might be the outcome of having specific performance appraisal systems on employee attitude in utility companies?
4. What might be the strategy to be adopted by TANESCO in restructuring its performance development programme to improve employee job satisfaction?

1.6 Scope and Limitations of the Study

1.6.1 Scope of the Study

Many of recently-carried studies especially academic ones are forced to focus on a single scope just as the result of several constraints, which on one way or another do not provide prospect for them to cover the entire world, regardless the intention from any researcher to do so. The reason why the study about the impact of performance appraisal systems used in utility companies on employee job satisfaction was conducted in TANESCO; Ilala region, Dar es Salaam, where one of the biggest regions of TANESCO and it was the cash cow. I.e. its collection was much bigger than other regions as the case study was operating and located.

The choice about this scope was based on the familiarity and easiness the researcher had which had enabled her to collect all needed information and data for the smooth achievement of this study without incurring a huge cost and by avoiding all hereunder mentioned constraints.

1.6.2 Limitations of the Study

The followings were some of the constraints foreseen by the researcher based on several reasons including the followings. First; The time accorded by the academic authority to cover the whole study was considered as limitation since it was too condensed. Its limitation came into effect, since the researcher was at the same time compelled to carry out this academic activity while undertaking other social-related activities and, attending her office within a very short period.

Consequently, this would undoubtedly limit her to concentrate on a single area meanwhile put aside other elements, which would inevitably enrich the fruitful achievement of the study. Even though, the research was compelled to use the

accorded time as well as scheduled in order to meet the deadline. The second one was financial limitation – fund was another constraint considered by the study.

The limitation of fund came into effect, simply as being always perceived scarce by nature. Notwithstanding this limitation, the researcher, even though, was compelled to utilize the available fund and make sure each and every issue pertaining to the study was achieved accordingly. The third was Respondent Reluctance –TANESCO authority seemed to be in a favourable position in furnishing reliable information to the researcher. In contrast, the constraint foreseen here was in terms of certain personal reasons and differences especially the fear to lose job.

However, it was foreseen that some of the employees who were expected to be the real respondents, might on one way or another be either not ready or even reluctant to provide response to what they were asked in either of the methods of data collection to be used. In brief, respondents were foreseen as constraints due to reluctance some of them might manifest as the result from some of them to fear of losing their job. But even though, researcher had strived to assure them about the confidentiality that was in practice throughout the study.

1.7 Delimitation of the Study

Tanzania Electric Company Limited (TANESCO) is too big being not only serving a huge number of customers from the whole city of Dar es Salaam, but also because it serves all other offices and customers spread around the same municipality and country in general. It could be impossible to survey the whole number of employees and zones around the country.

That is why a sample case of Ilala region located in the municipality/district of Ilala was chosen. Ideally the Ilala region office of TANESCO is operating and serves more than two thousand customers spread throughout the municipality and city of Dar es Salaam in particular. The reason why respondents of this study were drawn from only one case which was the Ilala region of the TANESCO which is located in the municipality of Ilala as one of the districts composing the city of Dar es Salaam.

1.8 Rationale of the Study

Like any other study, the intention of this study was to provide an insight through which particular strategies in terms of restructuring steps and others would be taken by TANESCO if and only if it is to rectify, improve or even maintain a good aspect of its currently applied performance development programme used to assess its employees and as the basis for their incentive payment. For, doing so, would favourably allow it to circumvent the aspect of job dissatisfaction reigning among its employees. Based on this fact therefore, the study was too significant in several ways ruling in among others the followings.

To the Community of Utility Companies: As employers, at the end of the study, findings had informed all utility companies in Tanzania and elsewhere about the impact of actually established performance appraisal systems on their employee satisfaction. Likewise, from this fact, all utility companies were able to ascertain whether the established systems would be restructured or maintain so that they improve or maintain high employee satisfaction as resulted from high job performance.

To the Government: findings of this study had directed the government on all matter regarding ways to be taken either for improving or increasing the use of performance appraisal systems (PAS) amongst its agencies as the way to nurture the performance of their employees and satisfaction or otherwise.

To the Researcher: At the end of the study researcher was able to understand the cons and pros of all established PAS in utility companies and had consequently become able to provide any advice relating to the application of PAS/PDP in any organization.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature part of the study. In such the chapter presents the definitions and description all key terms and concepts, theoretical literature review, empirical literature review and likewise presents the conceptual framework as drawn by the study.

An organization's goals can be achieved only when people put in their best efforts. How to ascertain whether an employee has shown his or her best performance in a given job? The answer is performance appraisal (Dale; and Beach, 2004). Therefore, employee assessment is one of the fundamental jobs of Human Resources Management, but not as easy task as everyone may think it to be. For, in doing so, the HRM needs to place much zeal and effort to effectively achieve this complex task while striving to implement the level best of satisfaction amongst employees for them to meanwhile achieve the level best of their performance as the organization relies on this aspect for its long survival and for its better standing of competitive advantage (Dale and Beach, 2004; Raston et al, 2010).

2.2 Operational Definitions of Key Terms

In this section, the study defines and meanwhile describes all key terms and concepts, which, on one way or another involved in the study. This is in fact the mere way to deeply understand all key concepts used in tackling the problem in hand.

2.2.1 Performance Appraisal

Due to its usage and urgency in every organization, performance appraisal has got numerous definitions as connoted by different authors and writers. But, based on the context in hand, , the term in simple term is in here defined as the assessment of an individual's performance in a systematic way – the performance being measured against such factors as job knowledge, quality and quantity of output, initiative,

leadership abilities, supervision, dependability, co-operation, judgment, versatility, health and the like, (Asathappa, 2003; Sone, and Davidson, 2011).

According to Seth, and Virmani, (1998) the above definition is too limited in clearly describing the way performance appraisal would be interpreted and understood in a scientific way. In such, Seth, and Virmani, (1998) put more elaboration that the term would be understood as a formal, structured system of measuring and evaluating an employee's job related behavior and outcomes to discover how and why the employee is presently performing on the job and how the employee can perform more effectively in the future so that the employee, organisation, and society all benefit, (Seth, and Virmani, 1998). This definition inevitably includes employee's behavior as part of assessment of which the former could not address.

2.2.2 Job Performance

It is action in a paid position or regular employment, a task or piece of work under which an individual employee is entitled to carry out, accomplish, or fulfill, (an action, task, or function). It is likewise is a paid position in which individual works, functions or does something to a specified standard set by any accredited authority, (Michael et al, 2009)

2.2.3 Job Satisfaction

Dance, (2007) defines the term job satisfaction as nothing else rather than the degree of active acceptance of employee's work or job. The same Dance, (2007) further illustrate this terminology by mentioning that such degree of active acceptance is often measured by the attitude manifested by employee towards his/her job. Nevertheless, in case such a degree of acceptance is opposites, notably the level of satisfaction from that employee is the other side effect, (Ibid, 2007)

2.2.4 Employee

According to Act No. 7 Of 2004 under section 3, (b) of the Employment and Labour Relations Act, (2004) governing Tanzania Labour Laws; the term employee can be understood as an individual who; has entered into a contract of employment; or has entered into any other contract under which – the individual undertakes to work

personally for the other party to the contract; and the other party is not a client or customer of any profession, business, or undertaking carried on by the individual; or, is deemed to be an employee by the Minister under section

2.2.5 The Concept of Utility Company

The term utility company according to Abdoul, (2006) is referred to as any business organization, subject to government regulation, that provides an essential commodity or services, such as water, electricity, transportation, or communication, to the public (De Luca, and Atuahene-Gima, 2007). A special example illustrating this definition in Tanzania are; TANESCO, Tanzania Telecommunication Limited (TTCL) and the like.

2.2.6 Performance Appraisal Systems (PAS)

Performance appraisal systems can be understood as special system; or, programme developed by, and special for, any organization to systematically measure, and evaluate its employee's job related behavior and outcomes to discover how and why the employee is presently performing on the job, and how the employee can perform more effectively in the future so that the employee and organisation both benefit (Dance, 2007), (Edward, and Lawler, 2007). Interestingly, it is on the basis of the results found on the basis of this way many organizations in Tanzania especially TANESCO, pay incentives to their employees.

2.2.7 Reviewing PDP as applied by TANESCO

Regardless of other appraisal systems and programmes used by many other companies, TANESCO, distinctively, as mentioned earlier, has its own system of appraising its employees performance upon which – and the results shown from there in terms of performance achieved, every employee is paid incentives accordingly. Thus, the following array show the application and consideration of the system in TANESCO

i) Monitoring and Evaluation:

The monitoring and evaluation (M&E) of the PDP will be carried out by a multi-disciplinary; multi-level Team composed of members from all Zones and the Head Office of TANESCO. The M&E framework will entail among other things weekly reviews, monthly and quarterly evaluations during which achievements will be noted, performance constraints identified and corrective measures formulated in a bid to maintain the performance fire burning

ii) Incentive Provisions:

In order to drive performance and enhance staff motivation, the PDP incorporates an incentive mechanism, which is based on the key performance indicators of Revenue Collections, Power Units Billed, and New Connections. The incentive mechanism considers a simple approach that rewards improvement from the base performance and progress towards achievement of the parent targets on a prorated and monthly basis.

iii) Management Commitment

As a symbol of commitment to the focused and successful implementation of the PDP, a Memorandum of Understanding between the TANESCO Head Office Management on the one hand and the North Zone and four Regional Managers has been signed. The MoU lays down the main obligations for each of the parties over and above the implied actions under Chapter Four – Performance Enhancement Plan.

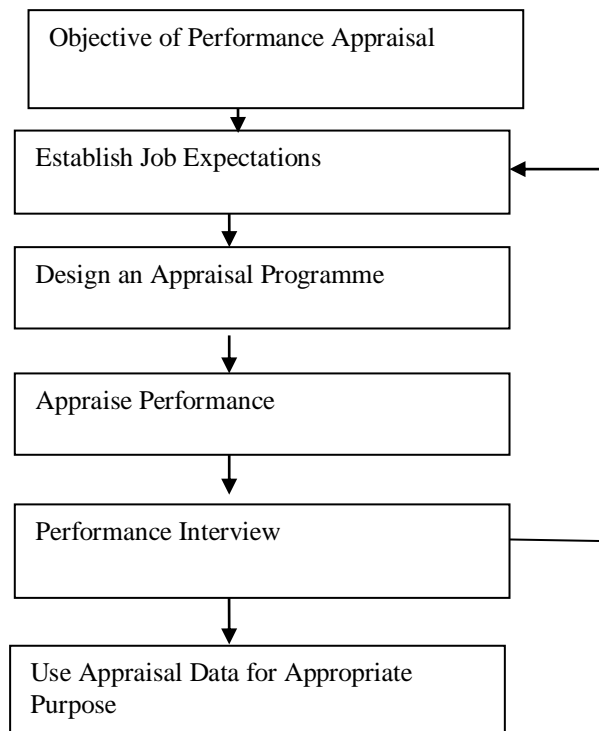
2.2.8 Reviewing PA Objective as applied in Many Contexts

Under common context, PA is carried out just to systematically assess employee's performance where in all his/her performance-related information is recorded, stored, and used for several further purposes. Common purposes for carrying PA include amongst others; to effect promotion based on competence and promotion; to confirm the services of probationary employees upon their completing the probationary period satisfactorily, to assess the training and development need of employees, to decide upon a pay raise, (as in the unorganised sector) regular pay scales have not been fixed, and so many others.

2.2.9 A View on the Common Process of PA

Performance appraisal should, thus, always be viewed as a process – this is because certain predetermined steps are met in the whole course. In fact, therefore, the following figure provides the whole process involved in carrying out PA with all possible steps.

Figure 2.1: Performance Appraisal Process



Source: Adopted from Aswathappa, (2003)

Figure 2.1 above outlines the performance-appraisal process. However, it should be noted that each step in the above presented process is crucial and is arranged logically. The process shown here above is somewhat idealised. For, many organisations make every effort to approximate the ideal process, resulting in first-rate appraisal system. Unfortunately, many others fail to one or more of the steps and, therefore, have less-effective appraisal system, (Aswathappa, 2003).

2.2.10 Factors for Improving Employee Satisfaction

One of the key steps and factors to understanding and improving employee satisfaction marked by the overall loyalty is by acknowledging the importance of the following factors in building loyalty and satisfaction. Namely: - First; broadly-defines responsibilities rather than narrowly-defined job function. Second; effective, and regular performance evaluations, both formally and informally. Third; a corporate emphasis on employee learning development and growth. And fourth; Wide-ranging employee participation in the organization as a whole (Dale & Beach, 2004; Abarton, 2010).

Typically, a combination of the above mentioned factors influence employee's satisfaction and decision for why to stay at their current job for longer. Contributing factors include amongst others; satisfying work, a sense of job security, clear opportunities for advancement, a compelling corporate mission combined with the ability to contribute to the organization's success, and a feeling that their skills are being effectively used and challenged. But, this seems to be quite different in the case of utility companies in Tanzania especially in TANESCO as majority of its employees feel to be deprived,(Currel; et al, 2003; Abarton, 2010)

2.2.11 Motive Behind the Introduction of PDP in TANESCO

Furthermore, it should likewise be remembered that one of the main objectives of the introduction of the PDP was that, in order to drive performance and enhance staff motivation, the PDP incorporates an incentive mechanism, which is based on the key performance indicators of Revenue Collections, Power Units Billed, and New Connections. The incentive mechanism considers a simple approach that rewards improvement from the base performance and progress towards achievement of the parent targets on a prorated and monthly basis, (TANESCO PDP paper, 2012)

Likewise, motive that led TANESCO in particular toward the integration of a special performance appraisal system include issues Affecting Commercial & Customer Care performance, which rose on the commercial and customer perspective of which fall under the following thematic areas:

i) Lack of Training & Inadequate Staff Capacities

The workshop identified inadequate capacity among the staff involved in commercial and customer service activities in the organization and others in general. In particular, lack of training in customer care, billing and revenue collection were highlighted. Issues to do with use of bad language to customers, billing errors, corrupt staff among others were highlighted as major hindrances to customer service.

ii) Weak Customer Care structures

The participants highlighted weak customer care structures as part of the issues affecting performance of the commercial and customer perspective. It was observed that effective and well facilitated Front Desks were nonexistent in most regions; some of the staff involved in the front desks were well trained for the job, the call center is yet to be implemented to strengthen customer complaints management, lack of uniforms and office equipment for front desk staff. Generally there are also considerable delays in responding to customer complaints.

iii) Poor Supervision and Monitoring of Meter Readings

Management of meter readings is still an area of weakness where conventional meters are in place and is poorly supervised. Wrong meter readings and meter tampering by meter readers is a common practice. Estimated meters and the number of unread meters is significantly high and meter reading exceptions and anomalies are not effectively handled. The Metering Devices under the LUKU pre-paid system are 2 part devices (male & female) which are easily tampered with. This has caused significant loss of revenue for the organization, (TANESCO, 2012).

iv) Poor Staff Work Attitudes and Practices

The workshop identified poor work ethics, poor staff attitudes and corrupt tendencies among staff as an additional factor affecting commercial and customer performance. Cases of corrupt revenue staff, unimplemented disconnections, tendencies to ignore customer reports, and collusion by some staff with customers were among the inappropriate staff tendencies highlighted (TANESCO, 2012).

v) Unreliability & Poor Performance of the Billing Systems

The effectiveness of the billing systems for both post-paid and pre-paid metering systems are considered poor. The reliability of the systems is largely in question in all Regions. The LUKU system for example has persistent break downs. Accessibility and the processing speed for both the LUKU and the Hi-Affinity systems are largely considered unsatisfactory. The working and information management reports supporting commercial and customer service are considered inadequate. Billing errors are common and this can also be attributed to the gaps in IT supervision of the billing system.

vi) Poor Customer Care practices

The conduct of most of the staff in terms of quality customer service is still lacking with little understanding of the value of the customer among staff. Some of the staff still has a perception of doing a favor to a customer rather than being in the call and beckon of the customer. Little attention is paid to customers, front desk staffs are not friendly and approachable, and lack of transparency to the customers. Electricity faults are not promptly attended to.

vii) Power Theft

Deliberate theft of power is a common practice. Some of this is as a result of collusion between the customers and the staff. Issues like meter tampering, meter by-pass, illegal service lines, were highlighted.

vi) Revenue performance

The revenue performance was assessed to be poorly managed with ineffective and inadequate strategies being applied. Issues such as delays in effecting bill corrections, poor payment by government agencies; poor facilitation for revenue collections, inadequate structure of the marketing department few payment options were highlighted.

2.2.12 Strategies proposed for addressing Issues relating to PDP in TANESCO

To address the following issues, the following key strategic intents have been proposed for the implementation in the Performance Development Plan

i) Review of Front Desk Staff

To improve customer service and ensure quality service customer handling, the plan proposes a review of front desk staff with a view of ensuring that old and incompetent staff with poor customer handling records be removed from the front desk and appropriate staff be posted to the call centre and front desk officers. Such staff should be facilitated, trained and have access to the customer databases.

ii) Training and Capacity Development

The plan highlights the need to strengthen the capacity of staff by carrying training needs analysis and training of staff in customer care, billing, revenue collection and the support IT systems.

iii) Implementation of the Call Centre & Strengthen the Front Desk centers

The plan advocates the implementation of the call centre and strengthening of the Front Desk centers for the respective regions for efficient and effective customer complaints management.

iv) Improve reliability and integrity of the billing systems

The plan highlights the need to improve the reliability, availability, and integrity of the billing systems to effectively support customer service through a comprehensive systems audit and increased supervision of the system by the IT department.

v) Improve Customer Care Practices

The plan highlights the need to improve the orientation and the staff practices towards customer care by carrying out customer orientation sensitization programmes among the staff.

vi) Improve Commercial Performance

The plan highlights the need to improve commercial performance by addressing aspects of power theft, meter readings management, meter reading audits, and debt management. A detailed work-plan outlining the issues affecting commercial and customer service and the strategic actions proposed for resolving these issues are provided in section 4.3.2.

vii) Improve the Customer feedback Mechanism

The plan advocates for development and implementation of a mechanism of collecting and analyzing and actioning issues affecting customers on a more regular basis. Regular customer surveys, TANESCO staff and customer strategic meetings, toll free lines among others are to be implemented

2.3 Theoretical Literature Review

In order to understand which component of remuneration and motivation are more effective in improving employee job satisfaction, we need to understand the conceptual framework or theories of employee remuneration as well as those of motivation as a whole. Because, these theories, in fact, are useful to elaborate clear understanding about the topic being scrutinized hereunder.

2.3.1 Equity Theory

Adam's equity theory of posits that an employee who perceive inequity in his/her rewards seeks to restore equity,(Aswathappa, 2003),(Currel, Michel, Veliski, and Rachel, 2003). The theory emphasises equity in pay structure of employee's remuneration. In such, employee perceptions of how they are being treated by their firm are of prime importance to them. The dictum 'a fair day work for fair day pay' denotes a sense of equity felt by employees.

When employee perceives inequity, it can result into lower productivity, higher absenteeism or increase in turnover. This theory in fact, has addressed the whole matter being studied upon, as to the fact that employees in utility companies including TANESCO in particular, seem to feel a sense of inequity as the result of

them to feel deprived by the PDP being used to determine the payment of their incentives as perceived unfair as well, (Currel et al, 2003; Aswathappa, 2003).

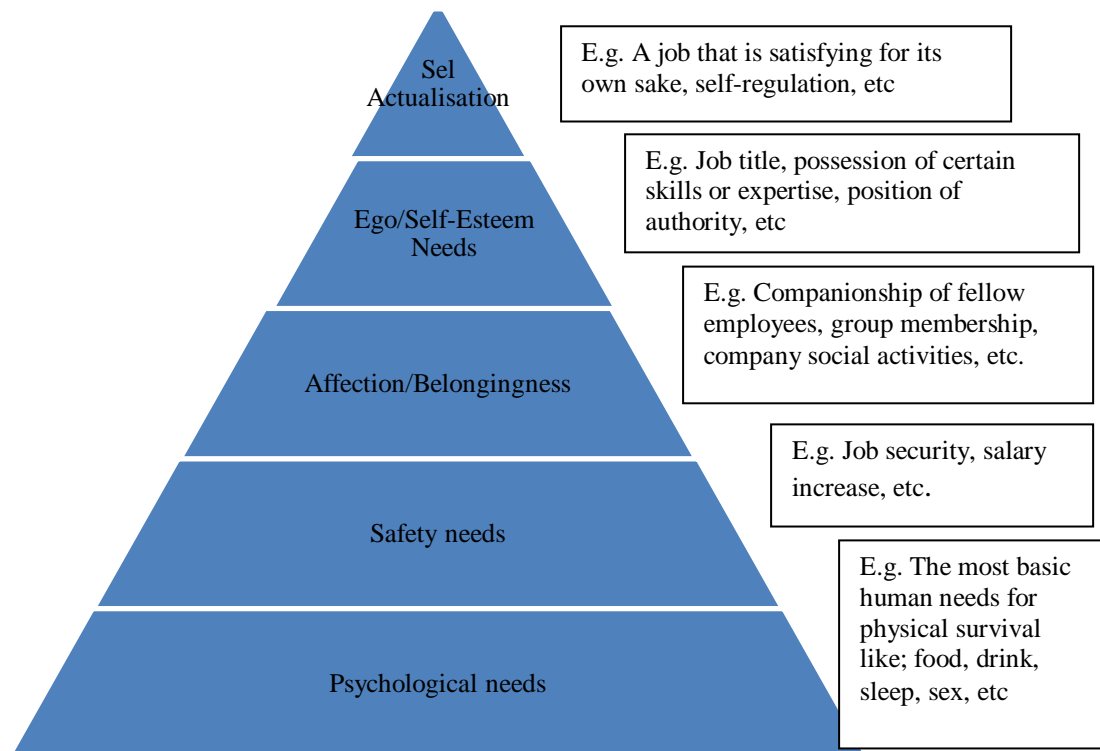
2.3.2 Reinforcement Theory

The reinforcement theory postulates that a behavior which has a rewarding experience is likely to be repeated or even doubled. The implication for remuneration is that high employee performance followed by a monetary reward will make future employee performance more likely. By the same token, a high performance not followed by a reward will make its recurrence unlikely in the future. The theory emphasizes the importance of a person actually experiencing the reward being fairly provided or otherwise and vice versa, (Aswathappa, 2003; Myres, & Charles, 1999).

2.3.3 Maslow's Need Hierarchy Theory

The need hierarchy theory, propounded by the American Psychologist Abraham Harold Maslow is, undoubtedly, the simplest and most widely theory of motivation. This theory has divided human needs into the following classes as precisely enumerated in the following figure 2.2.

Figure 2.2: The Hierarchy of Need Theory



Source: Adopted from Spector, (2006)

Figure 2.2 above connotes that human needs are satisfied in a hierarchical path whereby when the first needs are satisfied; normally individual tends to look for means to satisfy needs in the next stage of the hierarchy. For instance, a human being normally once he/she has got food, drink and other basic needs, the next effort will be to make sure there is a sure job security at the work place (Spector, 2006).

In brief, it seems quite concrete that there are several theories to the study employee job satisfaction and motivation as a whole. All theories reviewed here under have provided much about the way motivation can foster job satisfaction from all angles. The study, therefore, establishes that all three reviewed theories are crucial, important, and interventional in addressing the topic under concern.

Typically, the common opinion to be held from these reviewed theories is that, all put forward that any behavior which is either positively rewarded or remunerated, tends to likely show positive behavior vis-à- vishis/her performance and

consequently become too large extent satisfied. So, based on reviewed theories, it is quite that the PDP used by TANESCO must have a certain impact on employee satisfaction, which would be identified so that specific measures would be taken to get rid of any unconstructive behavior that might occur due to this scenario.

2.4 Empirical Literature review

Studies about performance appraisal and job satisfaction could not be empirically insufficient – because the topic was the day-to-day slogan of every organization around the globe. In this end, therefore, the actual study needed to rely in previously conducted studies so that it precisely finds the urgent need for why it should be carried out especially in Tanzania. In other and simple words – empirical studies had shown the potential gap to be covered as left by previously conducted ones as follows.

2.4.1 Review of Study from the United States of America

A study by the Institute of Human Resources Performance, (IHRP) on the five tips that foster employee job satisfaction in modern organizations in Massachusetts, provides the primary go-ahead to scrutinize the why-and-how reason for the study in hand. More concernedly, findings from the study by the IHRP, (2008) have shown that free cafeteria food and flexible programs aren't enough to make an employee satisfied with his/her job.

The study further found that an employee's job satisfaction depends as much on the positive mental, spiritual, physical, and emotional resources the employee brings, to the work place. The findings have been found based on data gathered from 75,000 working adults from three-year study of personal energy management and work-life balance. Based on findings, this study then concluded that apart from other factors, largely, employee job satisfaction depends much on mental, emotional, spiritual and physical realms, (IHRP, 2008).

2.4.2 Review of Study from Malaysia

Hamndan, & Kalpur, (2004) on their turn carried a study on the outcome of performance appraisal on employee job performance in Malaysia. The study has

collected data from a sample size of 360 employees working with textile industry. This study used interview and observation as methods used in collecting data from the field. Findings from this study provide that employee have been showing very low concern about their during the course of performance appraisal as the mere way for them to claim about several issues they wanted to be provided in terms of benefits and incentives. In simple words, it means just before and after the appraisal takes place, employee were very well concerned with their job than before and after the action being here in meant. Based on these findings, the study, accordingly, concluded that performance appraisal has been used as tool for employee in the textile industry to claim about their rights. Of which this seem to be too different from the expectation of textile management.

2.4.3 Review of Studies from Tanzania.

Like other places around the globe, there are plenty of studies related to the topic in hand which have already been conducted in Tanzania. in this line, therefore, a study by Shija, (2002) on the challenges during the performance appraisal process in local government agencies (LGA) – the case of Ilala Municipal Council, Dar es Salaam, poses a significant concern upon which much will be dragged to find the importance of the actual one. From the case study, a sample size of only 92 respondents were used from which data were collected using questionnaire, focus group discussion and interview as well. This study, therefore, found that employees were reluctant to provide reliable and valid response on most questionnaires provided to them (Shija, 2002).

The cause for this phenomenon was due to the fact that majority of them feared of losing their job once found ineffective in their positions. Hence, based on the findings, this study concluded that despite challenges may be several but some of them are specific for particular cases. Likewise the study further concluded that lack of cooperation, reluctance to provide valid information stand as challenges faced by appraiser during the process. In contrast, such findings seemed to hinder the smooth achievement of the study since all findings obtained seemed to be insufficient to address what it was intended there in.

Likewise, a study by Mtavangu, (2012) on challenges faced by management in the best practice of talent management at the Tanzania Ministry of Finance poses a great concern and interest for this study to address its urgency. This was an academic study, which used interview, questionnaire, and documentary review in gathering data from the field of ninety respondents from the MoF, Dar es Salaam. Findings from this study have revealed out that best practice of talent management requires the integration of several elements such as improving work conditions, offering reasonable motivational facets, and so many others so that any organization creates and maintain an environment in which the performance of individual employee may increase; meanwhile attracting and retaining talented employee for longer – something which will automatically mark the level of employee job satisfaction (Mtavangu, 2012). Based on these findings, the study concluded that there are certain challenges faced by management in the best practice of talent management at the Ministry of Finance in Tanzania.

These challenges include amongst others; labour turnover which is experienced as the results of few employee to quit their job in 2001 (Mtavangu, 2012). Another challenge found, was the low level of satisfaction among employee at the MoF resulted from some of its employee to end up leaving their job (Ibid). This study further concluded that MoF has particular programmes that assist in retaining and attracting its employee, despite most of finance staffs to have not acknowledged the existence of these programmes (Ibid). More precisely, this is an evidence explicating the extent to which certain conditions remain very key and critical catalyst in boosting employee job satisfaction – something, which can even be done by TANESCO by simply thinking of modifying its PDG since it is massively denied by the majority of its employees and leave them dissatisfied.

In addition to all what is reviewed in terms of empirical studies, it was quite clear that many studies relating to the topic in hand exist and have many materials to address the urgency of the actual one. However, there was plenty from these reviewed researches to show that increased employee loyalty and satisfaction depend much on various factors such as motivation, work environment/conditions,

etc. meanwhile, certain studies provide challenges faced during the performance appraisal and particular satisfaction derived from the performance of the said process. To this end, it means, these studies could unknowingly address the impact derived from the integration of performance appraisal system developed by modern organizations on employee job satisfaction especially in utility companies. Hence, with this reason or gap – plus other reasons, it where emanates the urgency of the study in hand and the reason for why it should inevitably be carried out in order to fill the gap left the previously conducted ones. Likewise, it was an exactitude to say, finding to be obtained from this study will undoubtedly allow all utility companies in Tanzania to snap the impact derived from their developed performance appraisal systems on their employee job satisfaction.

2.5 Conceptual Framework of the Study

All reviewed literatures together with all related theories have up to now provided aninsight as to how the impact of performance development programme used by TANESCO on employee job satisfaction would be scrutinized, and, above all, the way it should be viewed and comprehended. To this end, however, all assumptions to be laid down by this study had largely based on the way various aspects involved were viewed by this study in particular.

2.5.1 The Impact of Performance Development Programme used by TANESCO on Employee Job Satisfaction

Reviewed literatures provide that apparently, employees seem to oppose to the introduction of PDP as this restrict them from being paid their incentives on the basis of preferred grounds like, number of extra hours worked, etc. Based on this scenario, the study assumes that following the introduction of PDP in TANESCO, this will have a negative consequence in terms of job dissatisfaction simply because a huge number of employee there in seem to be not happy with that appraisal system. So, the reason why in order to circumvent this situation, TANESCO needs to put other ways or restructure the already-introduced PDP in order to place ground through which a good number of its employees may probably go satisfied.

2.5.2 The Level of Employee Performance as resulted from Performance Appraisal Systems used by Utility Companies

According to Steers, and Porter, (2009) every organisation including TANESCO in particular requires human resources, in addition to financial and physical resources for it to function. Three dimensions of HRM in this order, are significant to the organisations –people, must be attracted not only, to join the organization but also to remain in it. Also, people must perform the tasks for which they are hired, and must do so in a dependable manner. And the last is that, people must go beyond this dependable role performance and engage in some form of creative, spontaneous, and innovative behavior at work,(Steers, and Porter, 2009). This signifies, when people perform harder, consequently the likelihood of the organization’s long survival will flourish. However, it is undoubtedly acceptable that the performance of any employee goes parallel with – or it may largely be termed as the result of job satisfaction form particular employee.

Based on the above statement, plus the logic obtained through reviewed literatures whereby it was extensively mentioned that employees at TANESCO seem to be unhappy with the introduction of PDP. If so, thus, this study assumes that the level of employee performance as resulted from PAS used therein must be low to the extent it provides a chaos and uncertainty about the future of the company.

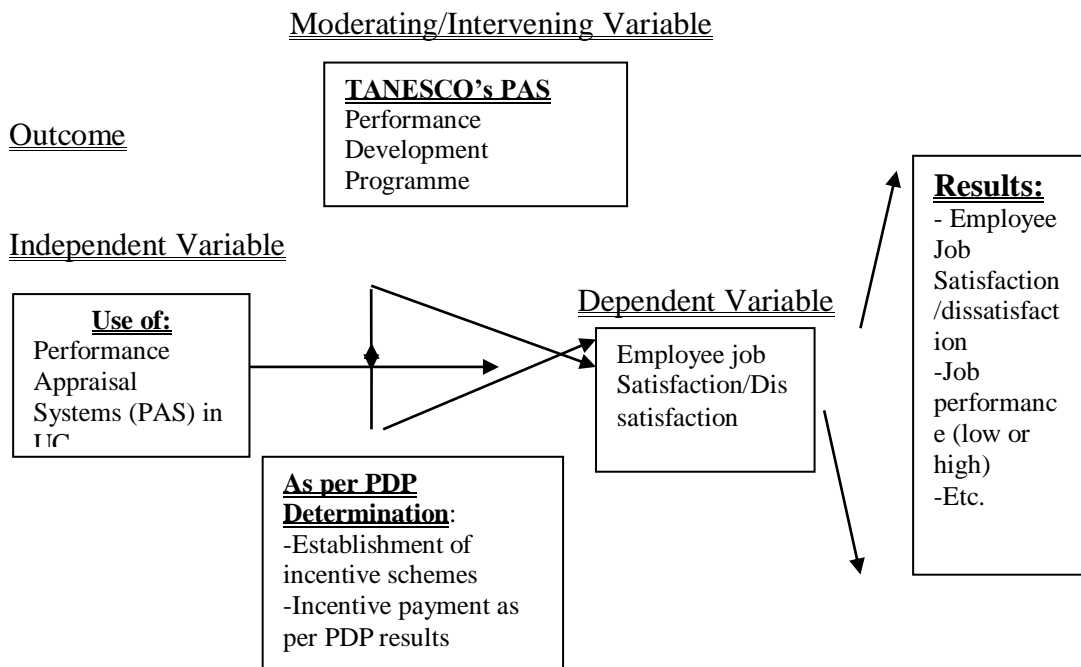
2.5.3 The Outcome of having Specific Performance Appraisal Systems on Employee Job Attitude in Utility Companies

Every individual has his/her own needs and wants of which he may always focus to achieve very successfully using various ways. Thus, since, the introduction of PDP and PAS have brought numerous opposing murmurs among employees, no doubt that employee attitude towards their job must currently be as negative as ever. Based on this argument, therefore, this study assumes that the possible outcome that might be derived from the implementation of PDP at TANESCO, is, undoubtedly the negative attitude employees must by either indirectly or directly manifesting towards their jobs. And this is due to the fact that such programmes are considered by them as barrier for them to get paid fairly according to their consideration.

2.5.4 Strategy that might be adopted by TANESCO in Restructuring its PDP to improve Employee Job Satisfaction

The fact that TANESCO has developed its own programme for assessing its employees 'performance was not bad, provided it systematically assist it in attaining their goals and objectives. But meanwhile, In fact, based on this scenario and on the entire picture about the whole study in hand, TANESCO needs to amend the said program as that majority of its employees may go satisfied and later on achieve the most constructive results. Therefore, this study assumes that one of the strategies TANESCO can adopt in improving both the employee job performance and satisfaction is nothing else rather than restructuring it to the level, it places favourable grounds for the payment of incentives as preferred by all employees.

Figure 2.3: Research Model



Source: Researcher's Own Construct, (2013)

Figure 2.3 above denotes that the establishment of PAS in utility companies has large influence on employee job satisfaction whereby its extension leads other companies to develop their own systems for assessing their employees from which incentive schemes are designed and afterwards employees get paid their incentives upon. Moreover, the outcome from this phenomenon will probably be either the job

satisfaction or the other way – depending of the responsiveness and consideration as perceived by employees as being either favourable to them or otherwise.

2.5.5 Variable Description

Variables of this study are on two main sides including; independent as well as dependent one. But, based on the entire process in viewing the impact of PAS on employee job satisfaction, the study, thus, has three variables including the two already mentioned, plus the moderating one. These variables are scrutinized based on everyone's of them role played thereon.

i) Independent Variable

The independent variable of this study is nothing else – rather the performance appraisal systems established and used by utility companies for assessing their employee performance. More precisely, the independence of this variable is noticed just base on its influential role it play from which further actions like; establishment of further appraisal systems come into being and afterwards, cause the occurrence of the situation like either job satisfaction or dissatisfaction.

ii) Intervening Variable

The intervening variable of this study is the evolution of adoption and establishment of PAS into other specific appraisal systems like PDP used by TANESCO. So, its interventional position comes into being just as it is on the basis of this extended action, where employees incentives schemes are designed, determined and paid to them the situation which in turn, leads to employee job satisfaction or even dissatisfaction.

iii) Dependent Variable

The dependent variable of this study is the two-sided result as caused by the application of particular PAS as used by utility companies. In this regard, it means, job satisfaction or dissatisfaction are key outcome of the incentives paid and established on the basis of PDP and the reason why is termed dependent.

iv) Relationship between Variables

There was a strong relationship between variables of this study. The strong relationship meant hereunder was due to the influential-influenced relationship existed between themselves upon which one (dependent variable) got influenced by the action posed by the other (independent variable) and caused the whole process to be understood as it was.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter is mainly concerned with showing the methodology used in the whole process of carrying this study. It therefore presents research design; study target area, sample and sample size, data collection and analysis methods, plus all other techniques used in either presenting findings or collecting information from respondents.

3.2 Research Design

Based on the choice about the scope to be covered, this study employed a case study research design. The choice about this kind of design was made just based on the investigative reason that case study design focuses much on a single area such as it was for the case of this study where Ilala region of TANESCO was used accordingly. Again, case study design can consent to variety of data collection methods deployed during the process. This signifies that this type of study design had allowed the researcher to intensively explore and analyze information over the life of a single unit like Ilala region of TANESCO, (Gilbert, and Brown,2007)

2006). On the other hand, William, and Babin, (2007) observe that, case study research is concerned with the complexity and particular nature of the case in question. Case study, also, entails the detailed and intensive analysis of a single case like Ilala region of TANESCO. Moreover, Kothari, (2010); Ghauri, and Gronhau, (2005) in their turn, put forwards that case study design can be employed in any qualitative and field-based studies. For, case study design can often involve data collection through multiple sources such as verbal reports, like; FGD, interview and observation as primary data. With these provisos, it was quite obvious that case study design was extensively useful and suitable for this study, since it was expected to collect data through the mentioned ways. But also, Yin, (2009) further explicates that case study design is so suitable in any study with a focus on exploring phenomenon with questions resembling to “how, “when” and “why,” which are to be

answered using certain way like; interview, FGD, questionnaire, and so on – And when the focus is on exploring current phenomenon in a real-life context. In fact all these supporting illustrations had provided a supportive evidence for why this study had to necessarily employ case study design.

3.3 Study Area and Justification of the Study Area

3.3.1 Study Area

This study was carried out at TANESCO-Ilala region office. That means, in simple words, Ilala was undoubtedly the target area of the study. In fact, the selected geographical location of this study was in Ilala District which is one of the districts forming Dar es Salaam – the capital city of Tanzania. Ilala municipality is known as the down town and the center area of the capital city of Dar es Salaam. The national Tanzania census states the population for Ilala to be 634,924.(the national Bureau of statistic (NBS) 2012, Ilala Municipal population cinsuc 2002-2012 NBS PRINTS, Dar es salaam) The area measures 273 km². (URT, 2008). More precisely, the specific area which was more largely targeted by this study than others in the TANESCO-Ilala region office was extensively on aspects pertaining to Human Resources Department where most of issues relating to PDP and employee job satisfaction were expected to be obtained in large amount. Yet, this did not eliminate the chance for other areas to be touched. For, all issues and aspects relating or seemed to address the smooth achievement of the study in hand, were necessarily either partly or fully touched.

3.3.2 Justification of the Study Area

Ilala Region of TANESCO was hereby chosen based on several reasons among others include; it is one of the biggest regions of TANESCO employing a huge number of employees. But also, because, Ilala region accounts about 46% of all employees who have been complaining about the performance appraisal programmes being used by TANESCO in assessing its employees and pay them upon result from the appraisal system. In illustrative terms, it could similarly be addressed that, in the HRD each and every issues pertaining to employees was undoubtedly massively

found and were consequently expected to aid the smooth, efficient, and effective achievement of the study.

3.4 Population, Sampling Technique, and Sample size

3.4.1 Target Population

Now, TANESCO has whole more than 4,896 employees in all over the country. Basically, this study considers that there may be a paradoxical consonance, but some instances audible that population may be more accurate to identify than any other population for this study did not eliminate the importance of other elements but it mainly wanted to show the consideration put about all employees in utility companies in Tanzania as the exact universe for this study who were taken and expected to be the source of findings expected to entail its effective achievement. However, this study's target population included all 4,896 employees out of which 277 of them who were working with TANESCO-Ilala region office were necessitated to represent others during the collection of data.

3.4.2 Sampling Technique

One of the critical activity of any research is to determine the manner in which you are going to select and meet your respondents as they are the basis for any study's achievement. Choosing a study sample is an important step in any research project since it was rarely practical, efficient, or ethical to study the whole populations, (Layder, (2009). This study, therefore, had employed purposive sampling procedure. Purposive sampling specifically, had involved selection of informants based on an important characteristic under study, such as where they work (at their office) position in organization (for example, middle level managers, low level employees, top level managers etc.), In this regard, this study opted for purposive sampling in selecting the respondents from TANESCO-Ilala region office. The process was performed through informal consultations, whereby the researcher had met only employees working with the said region, who were considered relatively better off in terms of knowledge about the impact derived from the integration of PDP by TANESCO. Also to ensure knowledge ability of the respondents, priority was put to all three level of hierarchy. While, still, both of respondents were haphazardly

continuously picked from the field until the study's required sample size was reached.

3.4.3 Sample Size

In the line, to hold a full representativeness, this study needed 60 respondents deployed from TANESCO-Ilala region office in respect to hierarchy of the said office. In clear words, the study had studied 20 respondents from each level of the hierarchy this means, undoubtedly every 20 was obtained on/from the basis of the three levels in the hierarchy at Ilala region office. More precisely, the following section detailed how these 60 respondents were met, included, and selected during the process of gathering data from them.

3.5 Data Sources, Methods, and Instrumentations

3.5.1 Types of Data and Sources

It is imperative to recognize that data for this research existed in two forms ruling in; primary and secondary ones. In such the sources had depended on the type of each type including the followings.

i) Primary Data Type and Source

The source for primary data had included all methods used in collecting data from the field, notably; questionnaire, and focus group discussion. It meanwhile too prominent to recognise that in this study – primary data involved all data which were for the first instance collected by the researcher for the study in hand. These data were collected using questionnaire and focus group discussion. As Gibbons; Limoges, Nowotny, Schwartzman, Scott, and Trow,(1994), support this by mentioning that primary data will be collected by using research assistance from the field for the purpose of answering the pre-set questions/issue. More precisely, primary data for this study included all data that were gathered from the field using FGD, questionnaire of which were needed to be analyzed and presented from which all what was expected in terms of logic detailing the impact of performance appraisal system used in utility companies on employee job satisfaction.

ii) Secondary Data Type and Sources

The Source for secondary data included; books, journals, magazines, web site essays, etc. More precisely; secondary data for this study had necessarily included all types of data which were obtained from literature sources or collected by other people for some other reason which have provided second hand information upon which the preceding chapters have been chalked out in a desirable manner. Likewise, such kind of data will, on one way or another, entail the success of this study as it will be needed to give further written information which will narrate for instance various cases or reports on performance appraisal activities undertaken and related impact derived from it on employee job satisfaction at Ilala Zone, TANESCO.

3.5.2 Data Collection Methods

The study had involved questions in the form of questionnaire and focus group discussion in collecting data from the field/TANESCO-Ilala region

i) Questionnaire

In fact, this study had necessarily required large number of (60) respondents. Also, this study was done for academic purpose and not otherwise. Based on this explication therefore; questionnaire was used as one of methods of data collection. More precisely, questionnaire was used to gather data which had revealed much about the impact of PDP on employee job satisfaction at TANESCO. It was likewise used to gather data, which have narrated the role of PAS on employee job satisfaction in utility company's in Tanzania. Interestingly, the mentioned information was gathered through answering pre-set questions by respondents. Questionnaire was used by the researcher simply as it was assumed that some of the respondent would not have enough time to participate in other methods – whereas, they could use their own time while either at home, office, etc and fill in the question independently

ii) Focus Group Discussion

Another method used by the study in gathering data was focus group discussion (also called focus groups). The reason for choosing this method was based on the fact that

as Layer, (2009) indicates that in this type of method, the researcher can get together with several respondents at the same time and initiate a discussion on a certain topic. Based on the context for this study therefore, opinions from respondents were considered as information to be analyzed later for the accomplishment of the study. Another specific reason was that, in this method, researcher, physically, was able to eliminate the feeling in terms of fear that employees would possess with regard to the fear of losing their job as they were required to provide information about the way they view the impact of PDP on their job satisfaction.

During this process, researcher was giving guiding questions, afterwards discussed by all panel members and later on recorded and data towards furnishing the expected findings. Focus group discussion was expected to gather data that had told the objective of utility companies to establish special PAS. And it was through this method where respondents together with the researcher were able to suggest strategies that could be adopted by TANESCO in restructuring its PDP to improve employee job performance.

3.5.3 Instrumentation

The instrument used in collecting data from the field through every technique identified had involved the followings.

i) Instrumentation in Questionnaire

Since this method had included both structured and unstructured questions, i.e. both open and closed questions, hence, the instrument used hereunder was paper-based instrument. More specifically, paper-based instrument was used – on which all pre-set questions intended to provide the path toward the achievement of this study's objectives were fore-jotted down by the researcher and distributed to respondents for them to answered by either filling in or explaining and later on return them back to researcher.

ii) Instrumentation in the FGD

Unlike to the preceding technique, in FGD, both paper-based and verbal communication were used in which researcher participated in group discussion with respondents. The discussion was carried out on particular matter which was pre-laid down by the researcher, upon which all key points discussed by group members were jotted down for further steps like; discussion and presentation.

3.6 Data Analysis and Presentation

In the analysis of data, the process was performed using graph, tables, and charts meanwhile certain procedures were followed to ensure all data are collected and analyzed accordingly. The reason for using tables, and chart was because the study considered these techniques as prominent and smooth way of illustrating and comparing data to be gathered from respondents. But again, these two methods were effective in presenting data since they allowed the study to segregate responses from respondents in terms of percentages and upon which the study was able to provide analysis and thereon obtained logic about every aspect based on percentage rate.

Likewise in the array of analyzing data, in the first instance, distribution of questionnaire and meeting respondents for interview process were performed as the first step inobtaining necessary data and information from respondents. Then, afterwards, collection of responses from the interview and questionnaire particular information was undertaken and was followed by presentation and analysis of the data/information gathered from the field of which had to yield the result known as findings for this study.

During the process of analyzing data gathered from the field, particular précised methods were purposively utilized to make sure they were presented according to the manner in which they were collected. Therefore, tables and graphs (pie charts) had constituted proper methods through which all data gathered from the field were presented and summarized which were probably supplemented by percentages performed by accredited machines such as computers, and calculator using particular programs ruling in; SPSS and Excel as well.

3.7 Ethical Consideration

During the entire process of collecting required data either from TANESCO-Ilala region Office or elsewhere from respondents – researcher was given a written recommendation from the academic authority of Mzumbe University, which was presented to the concerned office for approval to collect all necessitated information. However, whatever information given by any respondent was treated and guarded with a very huge confidentiality to the extent no any piece of information was taken out of concealment.

CHAPTER FOUR

PRESENTATION OF THE FINDINGS

4.0 Introduction

This chapter presents findings gathered through the proposed techniques which were, notably; questionnaire as well as focus group discussion (FGD). However, findings were intentionally gathered in such a way that the study on the impact of performance appraisal systems used in utility companies on employee job satisfactions; the case of Tanzania Electric Supply Company Limited (TANESCO), Ilala Region, Dar es Salaam, Tanzania, is as well as intentionally accomplished. Therefore, this chapter consisted of presenting all findings gathered from the said field so that the study could eventually provide what it was expected to be obtained from it.

Summary about Collection of Data from the Field

By focusing on enticing the context referred to, the study had initially proposed to gather data from the sample size of sixty respondents from Ilala region of TANESCO with focus on all three hierarchal levels at the said office. In simple terms; it means, every hierarchical level was proposed to provide utmost 20 staffs to participate in either of the data collection techniques proposed before. Thus, as proposed as intended, all 60 respondents were successfully met and had all actively participated in both methods of data collection used therein. So, based on this clarification, it should therefore be recognizant in advance that, 60 as total number of respondents who participated in both questionnaire and FGD processes were used as basis for hundred percent in calculating, presenting and making illustration of facts and responses gathered from respondents using both of the fore-mentioned methods.

4.1 Respondents' Characteristics

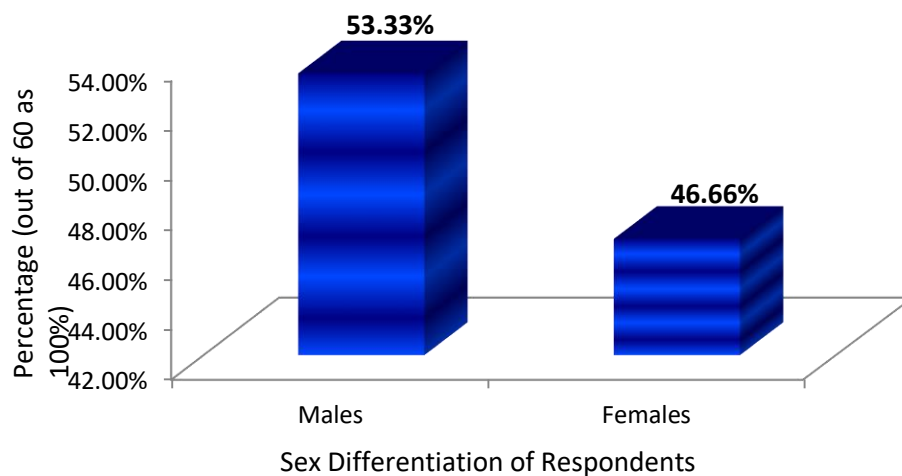
The initial stage of presenting findings from the field was tasked by presenting information relating to different respondent characteristics. However, the main aim of this focus was done just to find the extent to which the studied respondents were well informed about the topic dealt with or otherwise. In this range, respondents' characteristics-related information had encompassed issues like; educational level,

gender, age, experience, and many other related elements. This was quite useful especially as, altogether were intentionally searched in order to find how-well every respondent, separately, had reliable information about the matter dealt with upon which important steps for making analysis and conclusion would be made.

4.1.1 Sex Differentiation amongst Employees working with TANESCO

In the initial stage of findings information relating to respondents' characteristics, the study had searched for information relating to gender of respondents. The aim of finding gender was pushed by the consideration that, much wanted to be found as to whether TANESCO is either a free-from-biasness (or equal-employment-opportunity) employer or otherwise. This means, all what had been identified through findings, would necessarily have been step to explain the position of TANESCO as being an equal-employment-opportunity employer or otherwise. Therefore, every respondent, separately, was asked to mention his/her sex from a set of assertions addressed to them. Thus, out of all 60 respondents involved in the study 32 of them which made 53.33% were males, and 28 others which make 46.66% were females, and the results were presented in the following figure.

Figure 4.1: Sex Differentiation amongst Employees working with TANESCO



Source: Researcher, (2013)

4.1.2 Age Differentiation amongst Employees working with TANESCO

Another aspect used by this study in findings the respondents' characteristics-related information, was the age variation amongst employees at TANESCO, Ilala region. Findings this information was so useful in the sense that, the study wanted to find whether TANESCO as being government-owned company was sensitive in employing staff of different age categories or otherwise. More specifically, the study wanted to find the extent to which TANESCO was a free-from biasness (equal-employment-opportunity) employer. In this respect, every respondent, separately, was asked mention his/her age from a series of assertion given to them. Results from this concern indicated that 30% mentioned that they were between 36 and 45 years old, and 23.33% others said, they were between 46 and 55 years. Likewise, another 26.66% mentioned that they were between 26 and 35 years, while, 15% mentioned to be between 18 and 25 years, and finally, the remaining 5% said, they were between 56 and above years. So, these results were presented as follows.

Table 4.1: Age Variation among Employees working with MMC

Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Between 18 and 25 years	9	15	15	15
	Between 26 and 35 years	16	26.66	26.66	41.66
	Between 36 and above 45 years	18	30	30	71.66
	Between 46 and 55 years	14	23.33	23.33	94.99
	Between 55 and above years	3	5	5	100.0
	Total	60	100.0	100.0	

Source: Researcher, (2013)

Findings presented in table 4.1 above showed that majority (30%) of respondents involved in the study were between 36 and 45 years of age. Meanwhile, the same

findings in table 4.1 indicated that, almost all age categories are involved in the running of TANESCO's day-to-day activities.

4.1.3 Respondents' Levels of Education

Another aspect used by the study in finding respondents' characteristics information was; the levels of education from every respondents. This element was very much significant in the sense that; education was considered as one of the key indicators about someone's ability to perceive, judge, and even describe any matter relating to the impact of appraisal systems used by their employer on their job satisfaction. In this regards, the study wanted to find whether majority of employees working with TANESCO had intense knowledge and reliable information about the matter under concern, and all information they had provided was either reliable or otherwise – on which the study could totally completely rely on.

In such; notably, every respondents, separately, was required to mention his/her highest-level of education, whose results are presented in table 4.2 below. And thus, it was found that 50% of all 60 respondents involved in the study had above Advanced Diploma/bachelor degree; while (10) 16.66% mentioned that they had Diploma, and (9) 15% mentioned, primary education, while other (11) 18.33% had secondary education level of education.

Table 4.2: Respondents' Levels of Education

Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	10	16.66	16.66	16.66
	Advance Diploma/Bachelor and above	30	50	50	66.66
	Secondary Education	11	18.33	18.33	84.99
	Primary Education	9	15	15	100.0
	Total	60	100.0	100.0	

Source: Researcher, (2013)

Findings presented in table 4.2 above showed that; majority of employees working with TANESCO and who participated in the study had Advanced Diploma/Bachelor

Degree and above level of education. This was so mentioned, simply because, majority (50%) of respondents who actively participated in the study had been ready to reveal out that information relating to their level of education, and upon which the study relied as the reality about the matter being dealt with. So, the study established that, respondents were very much well informed about the matter relating to appraisal systems used by the employer.

Respondents Areas of Profession

Furthermore, the study was also interested to find the information relating to respondents' areas of professions. This was so searched, simply to find different professions possessed by employees working with TANESCO. This kind of information was useful for this study, because, areas of expertise was necessarily used as the basis to know the level of someone in knowing the impact of Performance Development Programme (PDP) used by their employer (TANESCO) as an appraisal instrument on their job satisfaction. Thus, 15% of them mentioned, accounting/finance, while 13.33% of them mentioned business administration, and 10% mentioned marketing. Similarly, another 16.66% mentioned IT, while another 20% mentioned, engineering, whereas, 10% mentioned human resources management, and finally 15% had mentioned other areas of profession without specifying the exact areas.

Table 4.3: Respondents' Areas of Expertise

Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Accounting/finance	9	15	15	15
	Business Administration	8	13.33	13.33	28.33
	Marketing	6	10	10	38.33
	Information Technology	10	16.66	16.66	54.99
	Engineering	12	20	20	74.99
	Human Resources Management	6	10	10	84.99
	Others	9	15	15	100.0
	Total	60	100.0	100.0	

Source: Researcher, (2013)

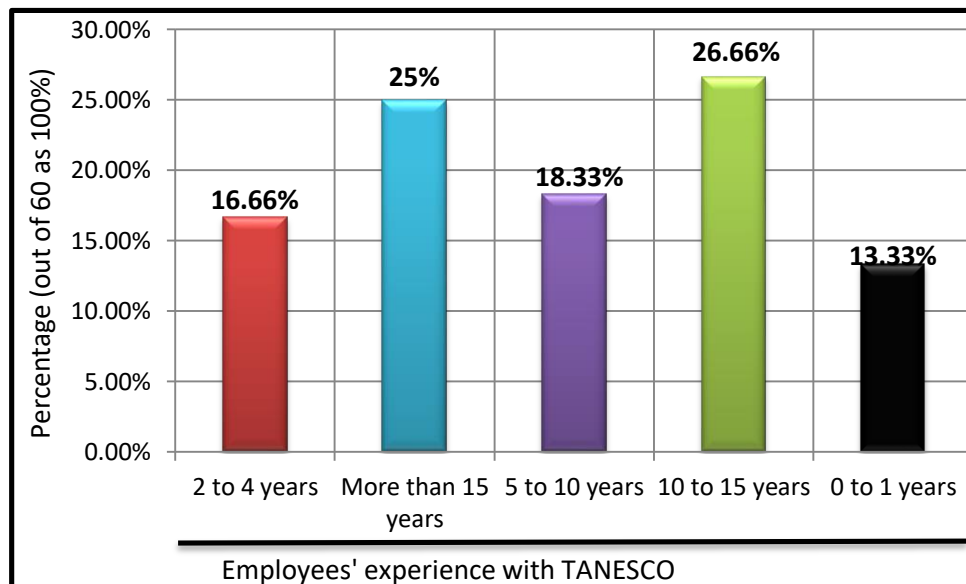
Based on the findings presented in table 4.3 above, the study found that, various areas of expertise are involved in the running of day-to-day activities in TANESCO offices. This was so mentioned, because, many areas were mentioned by a good number of respondents who responded to the questionnaire.

4.1.5 Employees' Duration with TANESCO

Another elements used by this study in finding respondents' characteristics, was the experience/duration spent by every employees at TANESCO. This aspect was extensively important as it helped to determine the extent to which employees were very much familiar with the impact of the PDP used in appraising their performance and the relative effect in terms on job satisfaction derived from this phenomenon, as they all must know the starting of the said problem since its integration. In other words, it means, experience was undoubtedly the key aspect, upon which an individual employee might be well-informed about any matter relating to that situation in the said organization. However, respondents were required each, to mention the time already spent while working with TANESCO, whose results were presented in figure 4.2 below. Thus, it was found that 15 of them which make 25% mentioned that they have been working with TANESCO for more than 15 years;

while other 11 which make 18.33% mentioned that they have been in TANESCO for 5 to 10 years. Similarly, another 16 others which make 26.66% mentioned that they have been with TANESCO for 10 to 15 years, while other 10 which make 16.66% said, between 2 to 4 years and finally 8 others which make 13.33% said they have been in TANESCO for up to one year.

Figure 4.2: Employees' Experience with TANESCO



Source: Researcher, (2013)

Findings presented in figure 4.2 above had been the basis for which the study found that, truly, majority (26.66%) of respondents who responded to the questionnaire had been working with TANESCO for 10 to 15 years. In validate, that means, they had extended experience concerning the whole aspect of PDP used by their employer in assessing their job performance, as well as the consequence of that programme on their job satisfaction too. For, having more than 5 years in any field is enough for anyone to possess intense information about any aspect being referred to.

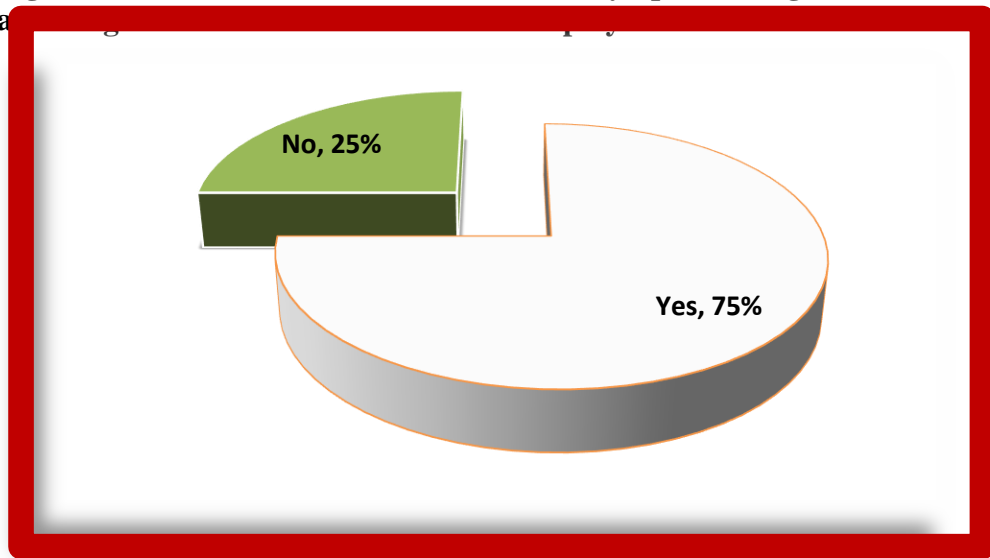
4.2 The Impact of Performance Development Programme (PDP) used by TANESCO on Employee Job Satisfaction

One of the specific objectives of the study was to determine the impact of performance development programme used by TANESCO on employee job satisfaction. The so-called PDP is the specific performance appraisal used by TANESCO in assessing performance of its employees and pay their incentives upon the result shown by the said performance appraisal system (PDP) – something, which seemed to be complained by majority of respondents at TANESCO. For, one of the most motivational facets upon which employees may go satisfied is payment, being incentives, fringe benefits or any other of the same kind and aim.

4.2.1 Special Programme used by TANESCO in appraising Employee Job Performance?

Before going into deep in findings the impact of PDP on employee job satisfaction, the study wanted to first of all be sure about the presence of the said programme in TANESCO. The meaning here was that; if the said PDP was in existence, then it would be very easy to find all related impact looked for. However, in order to find the exact reality about this aspect, a question was addressed to respondents, which required them to either accept or deny whether there is any programme or system used by TANESCO in appraising its (employee) performance. And results showed that 45 of all respondents who participated in this study, which make 75% said, yes, while others 15 of them which make 25% said no.

Figure 4.3: Whether TANESCO had any Special Programme for



Source: Researcher, (2013)

Based on the findings presented in figure 4.3, this study established that TANESCO had a programme special for assessing the performance of its employees. This was so found just, because, majority (75%) of respondents who involved in the study had been ready to confirm the presence of the said appraising programme used by their employer (TANESCO).

In order to get further exactitude about the above found information, this study had afterwards strived to find the exact name of the said programme used by TANESCO in assessing the job performance of its employees. In such, respondents were intentionally studied and required to mention the proper name of that performance appraising programme used by TANESCO in assessing its employees' performance. As expected, majority (56/93.33%) of respondents mentioned, Performance Development Programme (PDP), while other 4 of them which make 6.66% said, they don't know the proper name of the performance appraisal programme used by TANESCO in assessing its employees' job performance. And therefore, these results were presented in the following array.

Table 4.4: Proper Name of the Performance Appraisal System used by TANESCO

Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Performance Development Programme (PDP)	56	93.33	93.33	93.33
	Don't know	4	6.66	6.66	100.0
	Total	60	100.0	100.0	

Source: Researcher, (2013)

Findings presented in the table 4.4 above, connote that the proper name for the programme used by TANESCO in appraising the performance of its employees is Performance Development Programme (PDP). The study established like this, just based on the findings in table 4.4 above, wherein it was found that majority (93.33%) of respondents involved in the study had been ready to reveal out that information. So, it was found true that TANESCO had its own appraising system commonly known as PDP.

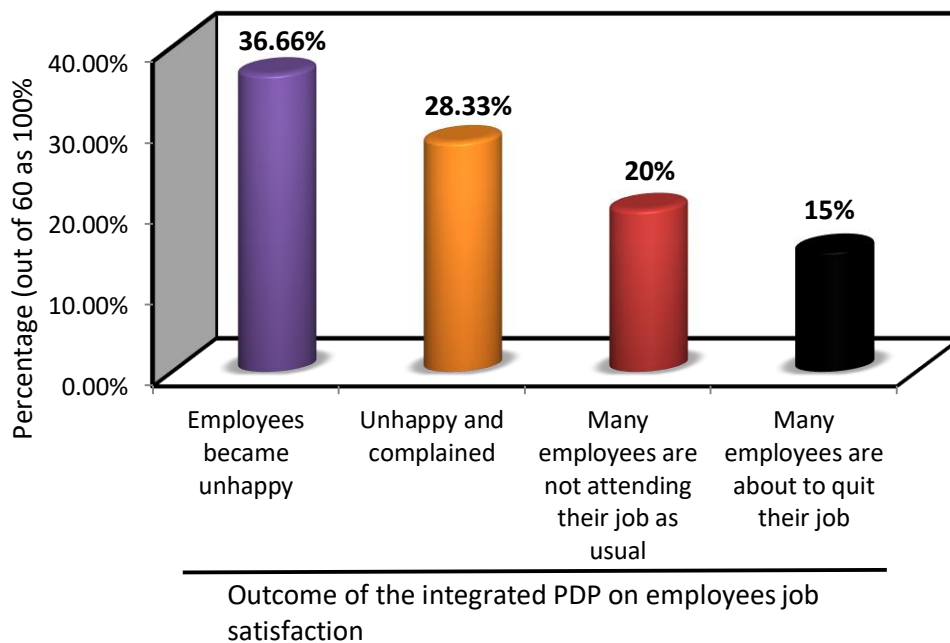
4.2.2 The Outcome of the PDP on Employee Job Satisfaction

The study in this regard wanted to find the outcome derived from the so-called PDP on employee job satisfaction. The source for searching for this information came just after noticing that the PDP used by TANESCO was the basis for the payment of incentives to employees at TANESCO – whose consequence was that, most of employees seemed to be very unhappy with this system and this situation was testified by prevalence of complains from many employees. Similarly, this aspect was looked for, just as the way towards determining the impact of performance development programme used by TANESCO on employee job satisfaction. Thus, in order to exactly find the logic behind this concern, notably, respondents were asked to mention the outcome from that performance appraisal used by TANESCO with regard to the payment of employee incentives.

Results from this concern showed that 22 respondents out of 60 who participated in the study which make 36.66% said, most of employees are unhappy, while other 17

of them which make 28.33% said, many employees were unhappy and complaining that they are paid low incentives. Similarly, 12 others which make 20% said, many employees are not attending to their job placement as well as compared to previous days before the integration of the PDP, meanwhile others 9 which make 15% said, many employees were about to quit their job. These results had revealed out a lot of issues relating to the integrated PDP, of which were presented in the following manner

Figure 4.4: The Outcome of PDP on Employees Job Satisfaction



Source: Researcher, (2013)

Findings presented in the figure 4.4 above denote that majority (36.66%) of respondents had been on the view that since TANESCO had integrated PDP, normally; a lot of consequences have arisen. But also, from the same findings, all respondents had been on similar views, altogether wanted to show the direct outcome derived from the integrated PDP. In such, many employees have been on the views that, outcomes included among others; many employees have been complaining of being dissatisfied with PDP, many others have depleted their attendance to their job placement, and many others were about to quit their job. So, based on these findings

the study found that the integration of PDP had been the source for several unacceptable behaviours from most of employees, including all the above mentioned ones.

The study strived also to ascertain the above presented information through Focus Group Discussion (FGD) process using a topic through which respondents were asked to state and discuss the way everyone, separately, felt about his/her job regarding the new integrated performance appraisal used by their employer. In fact, respondents were of several different views, but many (32) of them which make 53.33% said, they felt deprived of their basic job rights, while 13 others which make 21.66% said, they felt unhappy, and 8 others which make 13.33% said, they felt very disappointed, and 7 others which make 11.66% said, they felt upset. Therefore, in order to provide reliable way for further analytical and discussion steps, these results were presented in the following table 4.5.

Table 4.5: Employees feelings about their Job regarding the integration of PDP

Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	They felt deprive of their basic job rights	32	53.33	53.33	53.33
	They felt unhappy	13	21.66	21.66	74.99
	They felt disappointed	8	13.33	13.33	88.32
	They felt upset	7	11.66	11.66	100.0
	Total	60	100.0	100.0	

Source: Researcher, (2013)

Findings presented in table 4.5 denote that since TANESCO decided to integrate PDP as tool for assessing its employee job performance and pay their incentive upon the result from that performance appraisal system, notably, many employees had gone disappointed, others felt to be deprived of their basic job right, others were upset. These elements were found following views provided by respondents, wherein every one of them, separately, had been ready to reveal out the way he/she

felt about their job regarding the integration of PDP used by their employer in assessing their job performance and upon which they would be paid their incentives.

4.2.3 The extent to which PDP made Employees Unhappy with their Job

After finding the real outcome derived from the newly integrated performance appraisal system specifically used by TANESCO in appraising its employees' job performance, this study had further strived to find the extent to which the newly integrated performance appraisal system made most of employees go unhappy with their job.

More specifically respondents were asked to state the extent to which the integrated PDP made every one of them separately, unhappy with their job. And results showed that 26 out of 60 respondents involved in the study which make 43.33% said, achievement of assigned duties had reduced up to 43% compared to previous times before the integration of the PDP, while 25 others which make 41.66% said, there were rumors that about 56% of all employees were about to quit their job. And finally the remaining 9 others which make 15% said, many workers were arriving at their work placement in late hour (retard).

Table 4.6: The Extent to which PDP made Employees Unhappy with their Job

Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Achievement of duties reduced to 43%	26	43.33	43.33	43.33
	About 56% of employees were about to quit job	25	41.66	41.66	84.99
	Many employees report late at their job placement	9	15	15	100.0
	Total	60	100.0	100.0	

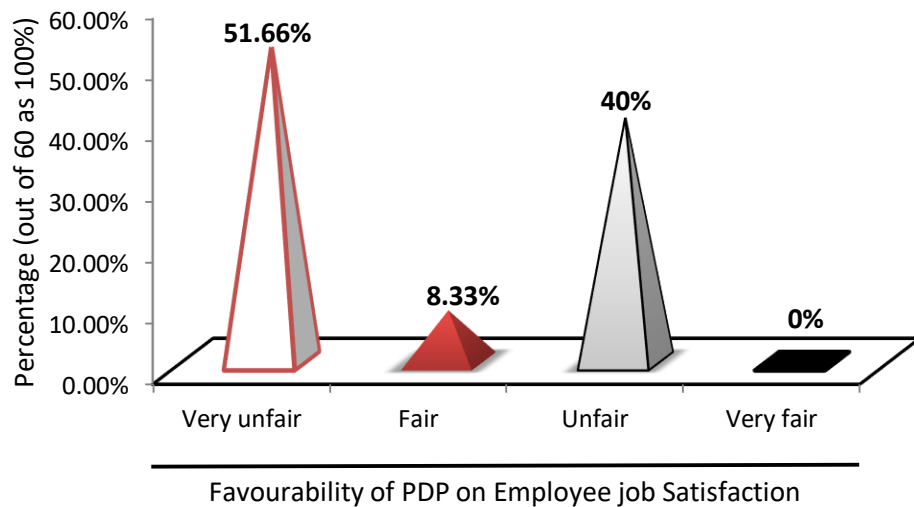
Source: Researcher, (2013)

Findings in table 4.6 above denote that after the integration of PDP as an appraising tool by TANESCO, consequently, many of its employees were quite unhappy and that situation had resulted into further consequences like; tendency from many employees to quit their job, reduction in achieving number of assigned duties, high late-coming-to-work rate, and many others. So, based on these findings the study then established that it was obvious that reduced achievement in number of duties at 43%; high intention for labour turnover, and lack of courage to report at work place in time, were the elements, which showed the extent to which PDP made most of employees at TANESCO to go unhappy with their job.

4.2.4 The Favourability of PDP used by TANESCO on Employee Job Satisfaction

Despite the already-found information to denote that many employees were going unhappy with their job, following the integration of PDP as an appraising tool and basis for the pay of their incentives; still, the study wanted to obtain more certitude concerning the favourability of the so-called PDP on employee job satisfaction. The meaning behind this focus was that; the study wanted to exactly find whether PDP was either favourable in making employees satisfied with their job or otherwise. Then, respondents were asked from a range of assertions; each separately to assess the favourability of the performance appraisal system used by TANESCO on job satisfaction vis-à-vis the payment of incentives to employees. In fact, results showed that a good number (31) of all employees which make 51.66% assessed it as very unfair, while only 5 of them which make 8.33%, said fair, and another group of 24 of them which make 40% said, unfair, whereas, none of them assessed it as very fair.

Figure 4.5: PDP Favourability to Employee job satisfaction



Source: Researcher, (2013)

Truly, the integrated PDP is not favourable to the extent did not make employee go satisfied with their job. Rather contrarily, it had made most of employees go dissatisfied with their job at TANESCO. This was so mentioned, simply based on the findings presented in figure 4.5 wherein it was found that; majority of all respondents who participated in the questionnaire have been ready to reveal out that reality.

Similarly, the study strived to make more insight about the above found information. In this respect, the study wanted to get more evidence on whether the actually employed PDP was the cause for why majority of employees were satisfied with their job at all. Thus, respondents were required to state whether it was or not true that the newly integrated appraisal system made them go dissatisfied with their job. And very positively, 50% of respondent who participated in the FGD, said yes, while another 35% said no, whereas, the remaining 15% of them did not argue anything concerning this matter. These results were presented in the following array.

Table 4.7: The Integration of PDP with Employees job dissatisfaction

Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	30	50	50	50
	No	21	35	35	85
	No response	9	15	15	100.0
	Total	60	100.0	100.0	

Source: Researcher, (2013)

It was up to here arguable that; the integration of PDP has brought up many employees at TANESCO to go dissatisfied with their job. This was so confirmed, just based on the findings in table 4.7 where a good number of employees have been ready to reveal out that information. So, the study then established that integration of PDP has been the cause of the actually experience problem of job dissatisfaction amongst employees at TANESCO.

4.2.5 The Reason for why PDP made Many Employees Dissatisfied

Having found that; integration of PDP was the cause for job dissatisfaction amongst employees at TANESCO, the study was afterwards interested to find the real reason for which many employees were dissatisfied with their job following the integration of PDP. In such, they were asked to explain why the newly integrated performance appraisal made them go dissatisfied with their job. Respondent hand given several similar reasons from which it was indicated the followings

..... Very directly, 27 out of 60 respondents who participated in the FGD, which make 45% said, because PDP had been the cause for the payment of their incentives to be lower than in the previous moments before PDP came into being, other 20 of them which make 33.33% said, because PDP, is used to determine the payment of our incentives and sometimes were are paid poorly or even not paid at all. While 12 others which make 20% said, because, result from PDP have not been favourable in estimating the payment of everyone's incentives, so, we are currently underpaid, and the remaining 2others which make 3.33% said, they don't know the reason for why

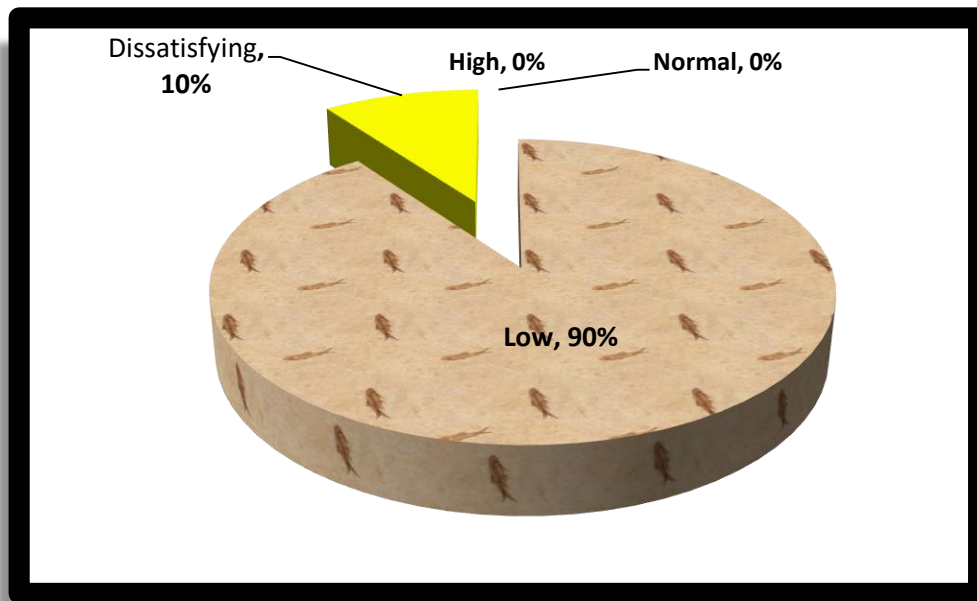
PDP made many employees become dissatisfied with their job ... (Interview; May 13, 2013)

Findings presented in terms of citation above connote that, reasons which most of employees went dissatisfied with their job at TANESCO, following the integration of PDP included amongst others; PDP has been the basis for them to be paid lower than in the previous moments before it came into being.

4.2.6 Level of the Job Dissatisfaction following the Integration of PDP

After identifying that employees were really dissatisfied with their job, as the results of integrated PDP, the study also strived to find the way employees themselves would rank their level of job dissatisfaction. This was very prominent in the sense that whatsoever the results, they would be used as fundamental in determining the level of job dissatisfaction amongst employees at TANESCO regarding the integration of PDP. In such, the study used a query which was intentionally addressed to them in which they were required to rank the level of their current job satisfaction after the integration of that performance appraisal used by their employer (TANESCO) as a tool for assessing their performance and pay them accordingly. Thus, results indicated that 54 of them which make 90% ranked it as low, while other 6 of them which make 10% ranked it as dissatisfying, and none of them ranked it as neither normal nor high.

Figure 4.6: Level of the Job Dissatisfaction following the Integration of PDP



Source: Researcher, (2013)

Finally, findings presented in figure 4.6 denote that the level of job satisfaction amongst employees at TANESCO was extremely low. This was so mentioned following the way employees had ranked their satisfaction as being low. So, this study established that; the integration of PDP had caused my employees to go dissatisfied with their job. That is why this study then put forward that TANESCO had to think of modifying it PDP if and only if it has to rectify the situation of job dissatisfaction reigning amongst a huge number of its employees.

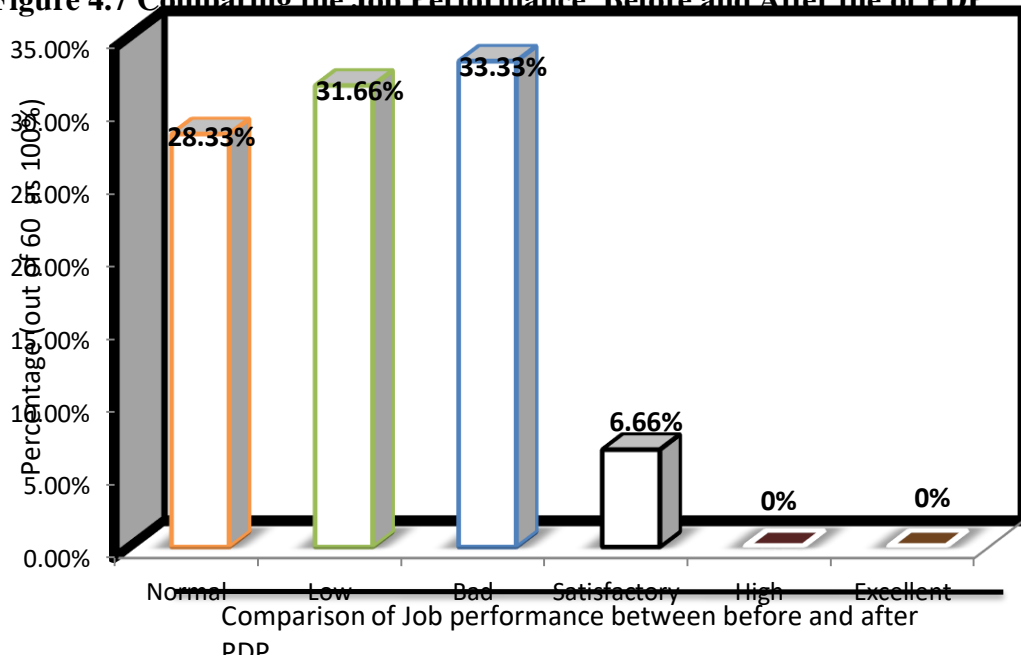
4.3The Level of Employee Performance Resulted from the PAS

The study was also interested to specifically find out the level of employee performance as resulted from performance appraisal systems used by utility companies. This was so searched following the consideration that; whenever there are complaints from employees about something going wrong to protect their interest, whenever something must be said about low job performance. Because, complaints is always if not a sign of dissatisfaction, that means a source for low performance rendered by employees to proclaim their complaints.

4.3.1 Comparison on the Job Performance before and After the PDP

In order to exactly identify the level of performance as the result of PDP, the study had better making comparison to find whether there was a discrepancy in terms of job performance before and after the integration of PDP. In this respect, the study wanted to obtain more exactitude on whether after the integration of PDP performance went lower than before or otherwise. Respectively, in order to find the said exactitude about this concern, respondents were asked to rank their current job performance compared to that, before TANESCO integrated the new performance appraisal system. Results about this concern showed that 19 respondents which make 31.66% ranked it as low, while 17 others which make 28.33% ranked it as normal, while other 20 of them which make 33.33% ranked it as bad, meanwhile the remaining 4 others which make 6.66% ranked it as satisfactory. Whereas, none of them ranked it as neither high nor excellent, and these results were eventually presented in the following manner.

Figure 4.7 Comparing the Job Performance Before and After the of PDP



Source: Researcher, (2013)

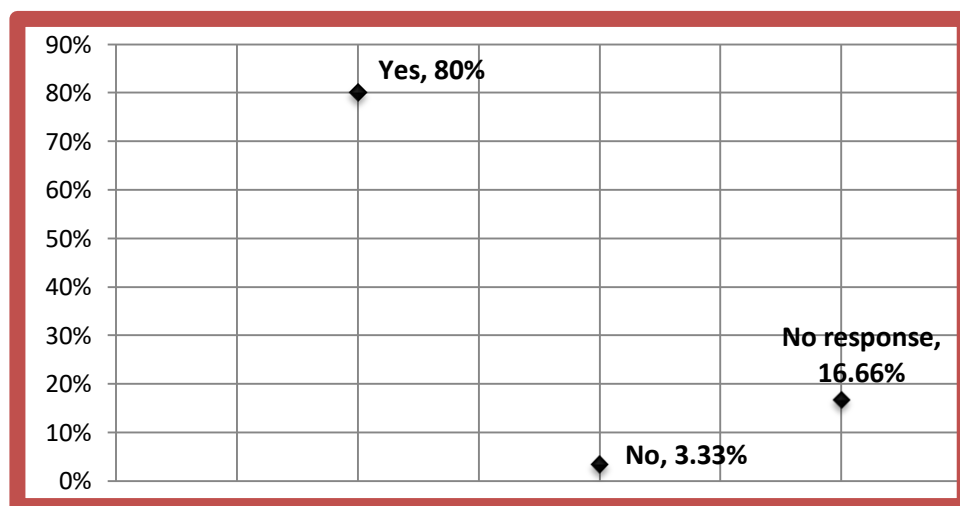
Findings presented in figure 4.7 denote that job performance is lower after the integration of PDP than it was before the said performance appraisal system came into being at TANESCO. This was so mentioned following the consideration made by the study in basing on the findings where it was found that majority of respondents involved in the study had ranked the current job performance as lower than before. It was also true that; the integration of PDP has been the source for even job performance to go lower than in the previous moments before it was brought into being.

Also, the study had strived to find further logic which would precisely stipulate the way PDP has been the source for low job performance to be experienced by TANESCO. In this regards, respondents were addressed a direct query with was asking them to state whether it was or not true that the level of job performance at TANESCO went down due to the integration of actually used performance appraisal system. Thus, results had given reasonable views from respondents wherein it was found that, all 60 respondents who actively participated in the FGD said yes, it is true that one of the reasons for why TANESCO was experiencing low

job performance from its employees was due to the integration of PDP. Therefore, based on this results, it was then found true that the coming-in of PDP has been the source for why the level of job performance went down comparing to the previous moments before its coming-in.

Furthermore, the study wanted to get more precision by finding whether there was any report from the department of Human Resources about the downwards of job performance as the result of the integrated PDP. This information was investigated, simply because, the study was assuming that wherever there is and matter relating to employees unrest, normally, the HRD must be deeply aware about the said problem. That is why, this study had intentionally addressed a question to respondents, which was exactly requiring them to state whether there was any complain from the department of HR about performance from all employees after the integration of the new appraisal system. And very responsively, 48 respondents which make 80% said, yes, while only 2 of them which make 3.33% said, no, and finally, the remaining 10 others which make 16.66% did unknowingly not provide any response to this question, of which were presented in the following array.

Figure 4.8: Whether the HRD had complained about the Downward of Job Performance.



Source: Researcher, (2013)

Findings presented in figure 4.8 above denote that majority (80%) of respondents had been on the view that, of course, the department of human resources had already issued a report about the downward in job performance, following the integration of PDP. So, based on the above findings in figure 4.8, this study then established that since the integration of PDP, consequently, many unacceptable behaviours arisen among which included; the downwards of job performance.

4.3.2 The Integration of PDP been the Cause for Low Job Performance

After finding several evidences about the level of employee job performance resulted from the integration of PDP, this study had further strived to search for the evidence trough which it would find the way PDP had been responsible for low job performance being experienced by utility companies including TANESCO in particular. In such, a query was addressed which was requiring respondents to explain the way the integrated performance appraisal system has been the cause for the actual low job performance. In fact, respondents have provided several different views from which amongst the most common ones had included the followings.

..... The integrated performance appraisal system used by TANESCO has been the cause for the actually experienced low job performance in several ways. More specifically, the reason was that; the actually used PDP is not fair in determining the payment of incentives to employees. That is to say, PDP has been placed as the basis for which incentives would be paid to employees with reference to determination given by the report from its performance. At the end of that process, every employee separately is normally paid based on the report as it will be indicated by the result from the performance of PDP. Thus, consequently, most of estimations from the performance of PDP had been extremely showing low level of performance and upon which employees required to be paid lowly – something, which was quite different from the expectation of any employee. As the result from this scenario, everyone in the company seemed to have lost the courage of performing harder as all thought, their effort might not be recognised at all. And that is why the performance has

gone more down than in the previous moments before it was brought into being ...
(Interview, May 12-2013)

Clearly, the above presented findings had been the great basis for why the study established that, truly, the integration of PDP is one of the factors for low job performance being experience by TANESCO in particular. This was found exact, simply, because, respondents as people believed to possess intense information about this matter, had been ready to reveal out this reality and upon which the study leaned on the real fact about the topic under concern.

Similarly, the study had further strived to find whether most of complaints including that from the HRD, were addressing either the low or high level of job performance. This was so significant in the sense that the study wanted to go able to put more precision on the way the integration of PDP had been the cause for low job performance being experience in utility companies. In finding the reality about this concern, precisely, respondents had to express themselves through a query which was asking them to state the exact HRD's complains concerning the job performance since the integration of the current appraisal system. Directly, results said, 57 respondents which make 97% said, the complaints from the HRD was addressing that; the overall performance had significantly gone down, while 3 others with make 5% did not answer this question for unknown reason, and were presented in the following manner.

Table 4.8: Most of the Issues addressed by the Complaint (Report) from the HRD

Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Performance was going down	57	95	50	95
	Performance had improved	0	0	0	95
	Performance was as usual	0	0	0	95
	No response	3	5		100.0
	Total	60	100.0	100.0	

Source: Researcher, (2013)

In reality, it was found very exact that most of the issues addressed from the complaints/report by the HRD at TANESCO was all about the down-going of job performance, of which was quite the result of the coming-in of the PDP. All these phenomena in terms of low job performance was undoubtedly the way through which employees used to manifest and put out their complaint showing their dissatisfaction as well. This was found true, in the sense that majority (95%) of respondents had been ready to reveal out this fact.

Furthermore, respondents were asked to provide more evidence on what made most of employees go dissatisfied with the appraisal system. And very much positively, respondents had been on the views that most of employees are dissatisfied with the appraising system due to the low payment of incentives they are paid as determined and estimated by the performance of the PDP being addressed hereunder. So, it was extensively found accurate that PDP was not perceived as well as a comforter by most of employees at TANESCO since its integration has resulted into reducing the amount of incentives paid to them.

4.3.3 The Level of Achieving Assigned Tasks after PDP

In this section, the study was aiming at finding the way PDP had impacted even the level of achieving assigned task by employees. However, this aspect was very much useful as through it, the study would successfully determine the extent to which PDP had affected the job performance in Utility companies, including TANESCO in particular. If so, this signified that the lower the level in achieving the assigned tasks the higher would be the negative impact derived from the integration of the PDP on the job performance as a whole. Under this attention, a question was addressed to respondents for them to rank the achievement of assigned tasks since TANESCO has integrated a new appraisal system. Results showed that 65% of all respondent who responded to the questionnaire ranked it as slow, while another 25% ranked it as normal, and 10% others ranked it as good, and none (0%) of them ranked it as high.

Table 4.9: the Level of achieving Assigned Tasks after PDP

Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slow	39	65	65	65
	Normal	15	25	25	95
	Good	6	10	10	100.0
	High	0	0	0	100.0
	Total	60	100.0	100.0	

Source: Researcher, (2013)

Findings presented in table 4.8 above denote that since TANESCO has brought a new appraising system, which is currently used in assessing its employees' job performance and pay their incentive upon the result from that system, the level of achieving the assigned task had tremendously gone down as majority of employees seemed to go dissatisfied with their job. This information was so confirmed, following the responses provided by respondents, wherein, majority of them have been ready to openly reveal out that reality.

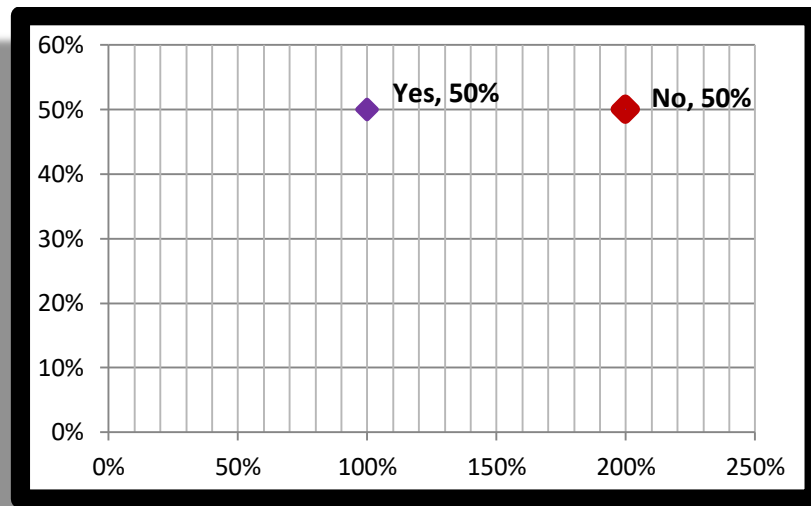
4.4 The Outcome of having Specific PAS on Employee Job Attitude

In this stage, the study was further interested to specifically establish the outcome of having specific performance appraisal systems on employee job attitude in utility companies. This aspect was used as the extension and continuation of the already-found results, wherein to large extent they have shown a sense of job dissatisfaction amongst employees at TANESCO, as the results of having integrated new appraising system of which seemed to be denied by almost all employees.

4.4.1 Employees trend in reporting at Work since the Coming-in of the PDP

The assumption laid down in this stage was that; whenever there is a negative attitude towards one's job, normally, one of the consequences from that scenario will be the low trend in reporting at work on time, plus related others. And in contrast, if the trend is positive, that means nothing would be said about negative attitude, rather positive side. In order to find the real logic about this element, respondents were asked to respond to a question, which was reading; since your employer (TANESCO) has integrated the new appraisal system, are your fellow workers reporting to their work station on time? And results showed a balanced response where one half (30) of the respondents 50% said, yes, while the other 50% said no. and these results were presented in the following array.

Figure 4.9: Employees' Trend in reporting at Work since the Coming-in of the PDP



Source: Researcher, (2013)

Based on the findings in figure 4.9 above, it was very cumbersome for this study to establish any reality concerning the trend in reporting at work by employees at TANESCO. The cumbersomeness about this matter came into effect following the results from respondents where it was indicated that one half of the respondents said yes, while the same half of them said no.

4.4.2 The Consequence of PDP on Employees' Attitude towards their Job

Impliedly, if PDP had negatively affected employee satisfaction, normally, employees will tend to build a negative attitude with their job, and perhaps may even end up quitting their job. This can happen, as one of the ways for them to fight for their right as they may feel deprived of them. So, in case they may end up deciding to quit their job, that will undoubtedly be the consequence of having built a negative attitude with their job and show their opposing position against the newly integrated PDP.

In this respect, the study had strived to find whether employees were ready to quit their job, as the way for them to show their opposition against the applied appraisal system. In that way, every one of them, separately, was required to state whether he/she was ready to work in another company that uses the same appraisal system

like TANESCO. The aim of this question was just to find whether many of them would accept or otherwise – and in turn, the study could eventually say, the integration of PDP has resulted into negative attitude from employees and that is why they were not ready to work in similar company with the same appraising system. Moreover, results indicated that 49 of them which make 81.66% said no, and other 10 of them which make 16.66% said, yes, whereas, only 1 of them which make 1.66% said, she cannot know.

Table 4.10: Employees readiness to Work in another Similar Company

Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	49	81.66	81.66	81.66
	Yes	10	16.66	16.66	98.32
	Cannot know	1	1.66	1.66	100.0
	Total	60	100.0	100.0	

Source: Researcher, (2013)

Findings presented in table 4.9 above connote that majority of employees at TANESCO showed reluctance to work in another similar company, which applies the same appraising system like that employed by their current employer. Based on those findings, this study then established that there was a negative consequence derived from PDP on employees' job attitude. This was found exact in the sense that, in case employees were ready to work in another similar company, obviously, much would have been said that they had positive attitude towards their job. So, this testified that; employees at TANESCO had built a very negative attitude with their job to the extent they seemed to be reluctant to work with any employer of similar nature or kind.

The study further searched for the information which had greatly put more confirmation about what have been presented in the previous stage. In this stage, it was aiming at finding whether the already-found negative attitude has been due to the integrated PDP or otherwise. Because, in most extended cases, employees seemed to show a sense of opposing to current appraising system and above all,

they altogether showed as sense of negative attitude with their job to the extent many of them were ready to quit their job. So, the study asked employees to state; since TANESCO came with new appraisal system, whether they were as happy as before. And very directly, results to this concern had shown positive responses where they were not as happy as before the coming-in of the so-called PDP. Doubtlessly, this information intensified the certitude to which the integration of PDP has caused many employees to build negative attitude as marked by the feeling of unhappiness with their current job.

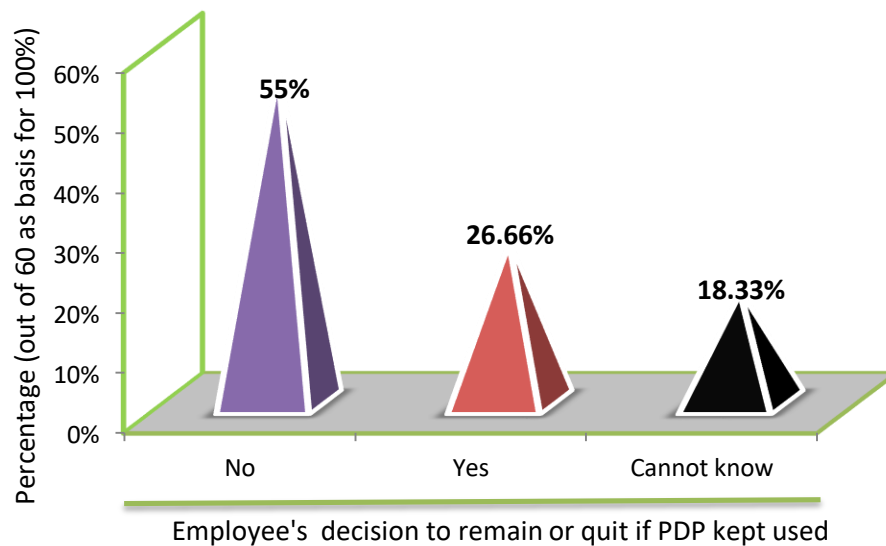
Many efforts were provided by the study to ascertain the above found information. In that regards further evidence was searched through which respondent were again asked to either agree or disagree that, the actual appraisal system used by TANESCO has built negative attitude of most employees on their job or otherwise. And results from this concern indicated that all 60 respondents who participated in the study which make 100% had all agreed that the fact that TANESCO decided to use the actual PDP as tool for appraising its employees performance and pay their incentive upon it, inevitably, that phenomenon had undoubtedly built a huge negative attitude among its employees towards their job. Hence, it was found quite obvious that, the use of PDP was quite a basis for why many employees have built negative attitude with their job.

4.4.3 Whether Employees would stay for Longer in case PDP kept used

Furthermore, the study was focusing on finding the real result that would come in with fact relating; if TANESCO continues applying the same actual appraising system and as basis for paying incentives to its employees. The intention here was simply to find whether, employees would stay for longer in the same organization or otherwise. In similar words, this implied that, in case employees would show the intention to leave their company, therefore, it would have been said, PDP was regarded as boredom and source for high experience employees' negative attitude towards their job.

So far, employees were asked to explain from everyone's consideration as to whether if TANESCO continues using the current appraisal system, and in case they find another job, will they stay at TANESCO? Thus, results from this concern were presented in the following figure 4.10 for further analytical and discussion steps. And more precisely, results have shown that, 33 of them which make 55% said, no, while other 16 of them which make 26.66% said yes, and finally 11 others which make 18.33% said they could not know whether they will stay or quit their job, in case their employer would decide to continue with the same actually applied appraising system.

Figure 4.10: Whether Employees would stay for Longer in case PDP kept used



Source: Researcher, (2013)

Based on findings presented in figure 4.10, the study established that, the decision of many employees will be to quit their job, if and only if their employer (TANESCO) will continue applying the actually used appraising system. This was so established by this study following the picture obtained from the findings presented in figure 4.10, wherein it was found that majority of employees have been ready to reveal out that information concerning their consideration as mentioned above. So, it was then put forwards that, utility companies would urgently think of altering ways of assessing their employees job performance and payment of their incentive, since they

seemed to be very unhappy with their job and above all, they may end up massively quit their job – the situation, which in turn will cost them in hiring new staffs.

4.4.4 Employees Attitude with their Job with regard to PDP

This section was used as the basis for the study to obtain further evidence from respondents, about the way they themselves feel with their job as the result of PDP. In fact, this element was used as one of the ways to find the extent to which PAS has been the basis for any employees attitude with their job. In such, respondents had to respond to the question which was requiring them to specifically, state the way everyone, separately, would consider his/her attitude on their current job with TANESCO, following the application of PDP. More precisely, out of all 60 respondents who responded to the questionnaire, 35 of them which make 58.33 said, they dislike their job, while other 21 of them which make 35% said, they liked they job, and the remaining 4 others which make 6.66% said, they cannot argue anything about this question.

Table 4.11: Employees Attitude with their Job with Regard to PDP

Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dislike their job	35	58.33	58.33	58.33
	Like their job	21	35	35	93.33
	Cannot mention	4	6.66	6.66	100.0
	Total	60	100.0	100.0	

Source: Researcher, (2013)

Based on the findings presented in table 4.10, the study then established that employees themselves consider their attitude as negative, since majority (58.33%) Of them said, they disliked their job as the way for them to show their opposition against the actually applied appraising system. Truly, findings in table 4.10 showed that many employees consider their attitude with their job as bad since they showed a sense of disliking their job.

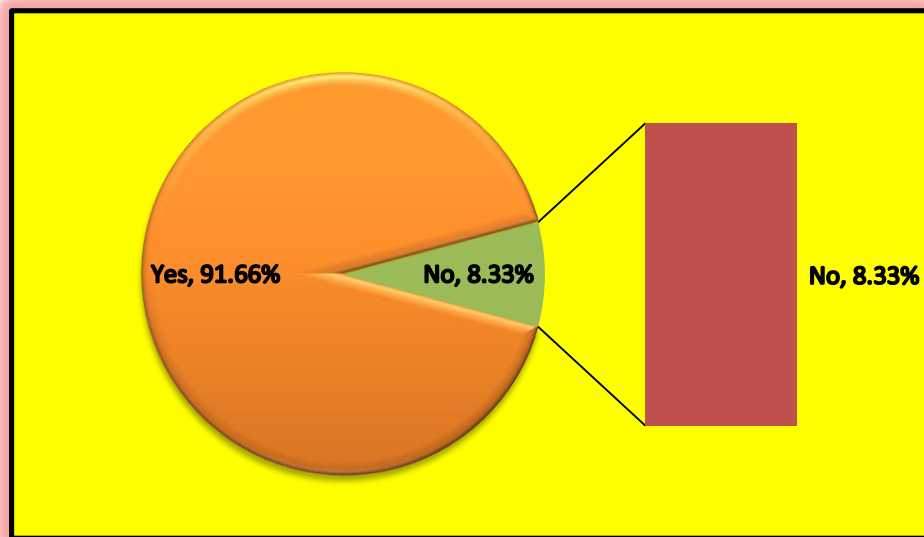
4.5 Strategy to be adopted by TANESCO in Restructuring PDP

Finally, the study was aiming at specifically furnishing suggesting about strategy to be adopted by TANESCO in restructuring its performance development programme to improve employee job satisfaction. The consideration put by the study in searching for this aspect was that, whenever there is a sense of problem and complaints, normally, the most important way is to find the solution for such a problem. And, yet, much of findings had already précised the existence of the job dissatisfaction amongst employees, whose cause was already known too. So, it was for this study to furnish particular way through which TANESCO and other utility companies would rectify the problem of job dissatisfaction amongst their employees as they felt poisedless with appraising system used therein.

4.5.1 The Need for TANESCO to restructure the Current PAS

Initially, the study had to testify whether there was any need for the utility companies to rectify the problem of job dissatisfaction resulted from using special appraising system, of which would be rendered possible through restructuring their appraising programmes. It was, of course, very tangible, as many employees seemed to be unhappy with their job following the integration of the so-called appraising programmes. In such respondents were asked to state whether there was any need for TANESCO to restructure its current performance appraisal system or otherwise. Thus, out of all 60 respondents who participated in the FGD, 55 of them which make 91.66% said yes, while 5 others which make 8.33% said no.

Figure 4.11: Whether there was any Need to restructure PDP



Source: Researcher, (2013)

Findings in figure 4.11 above denote that, there was a need for TANESCO to restructure its current PDP. This was mentioned based on the evidence from the findings in figure 4.11, wherein majority of respondents have massively said, yes, there was a need for TANESCO to restructure its PDP. And perhaps, this was due to the reason that, many employees seemed to be in opposition side against that appraising system used by their employer.

4.5.2 Proper Strategies Utility Companies can adopt

Having found the evidence from respondents that there was a need for utility companies to restructure their PAS, the study then thought to obtain proper ways which can be specifically adopted by them in restructuring their PAS. Thus, with regard to this intention, respondents were addressed a question which was requiring them to mention the strategies they thought TANESCO could adopt in restructuring its performance appraisal. In fact, many views were provided by respondents who participated in the FGD process from which have included the followings

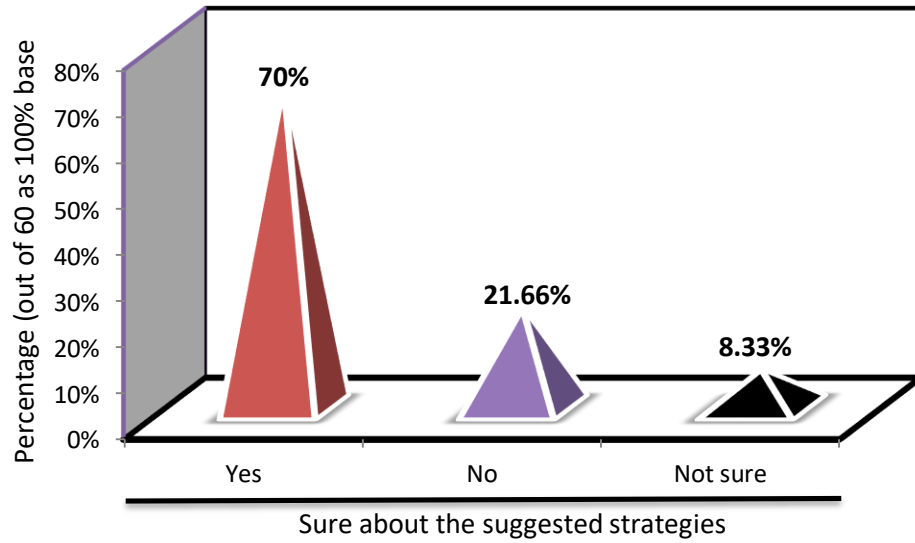
... TANESCO could think of separating the performance of PDP and the basis for determining the amount of incentives to be paid to any employee. In that regard, it

means, PDP would be used merely for assessing the overall employee job performance – while the payment of incentives would be determined by the time any employees had spent is performing any assigned duty. Or, the payment of incentives would be determined based on the number of hours (being extra or by any consideration) spent by an employee in achieving any assigned duty. For, the determination from PDP has never been reasonable if determining the payment of incentives to employees – something, which caused many of employees to go dissatisfied even with their job ... (Interview, May 12, 2013)

However, based on findings presented in the form of citation above, it was found exact that, one of the strategies that utility companies would use in restructuring the actually used performance appraisal systems was nothing else rather separating the basis for the payment of incentives from the performance of PDP. In précised description, it should be retained that, utility companies would pay incentives to employees based on other ground like; hour being extra or otherwise spent by an employee in achieving any duty, or any other grounds, but not PDP. But also, PDP would be used merely for assessing the overall job performance and not the basis for determining the amounts of incentives to be paid to any employee.

After finding what was presented in the preceding/above part, the study had further searched for further evidence from respondents as to whether the above mentioned strategies can really be successful in rectifying the situation of job dissatisfaction reigning among many employees in utility companies, following the integration of special Passed in there, and as the basis for the payment of their incentives, of which they considered as unfair. By so focusing, respondents were required by the study to ascertain by saying, whether they were sure, in case TANESCO decide to amend, or ameliorate the PAS, such process would really result into improving the situation of job satisfaction to majority of employees. And results showed that 42 of them which make 70% said yes, while other 13 of them which make 21.66% said no, and 5 others which make 8.33% said, they were not sure whether, if those strategies were adopted could help utility companies rectify the problem of job dissatisfaction amongst their employees.

Figure 4.12: Sure about suggested Strategies



Source: Researcher, (2013)

Findings presented in figure 4.12 above lead this study to establish that, it is true that, employees were sure about the strategies they had suggested. This was found true since majority of them have said yes, they were sure that the strategies they had suggested could really help their employer rectify the problem of job dissatisfaction, and in turn boost their job performance as well.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.0 Introduction

This chapter provides the discussion of findings with regards to the manner with which they were presented. In such, the discussion was carried out in the following manner.

5.1 The Impact of Performance Development Programme (PDP) used by TANESCO on Employee Job Satisfaction?

This study was tasked to answer the question which was reading; what is the impact of performance development programme used by TANESCO on employee job satisfaction. The so-called PDP is the specific performance appraisal used by TANESCO in assessing performance of its employees and pay their incentives upon the result shown by the said performance appraisal system (PDP) – something, which seemed to be deniably complained by majority of respondents at TANESCO. In this stage, the study had first of all found that TANESCO had a programme special for assessing the performance of its employees, whose proper name was known as Performance Development Programme (PDP).

Findings also revealed out that a lot of consequences had arisen since TANESCO had decided to integrate PDP. Moreover, one of the common outcome derived from the integrated PDP included amongst others; many employees have been complaining of being dissatisfied with PDP, and resultantly, many others have depleted their attendance to their job placement, and many others were about to quit their job. Thus, based on these findings, the study then realised that the integration of PDP had been the source for several unacceptable behaviours/consequences from most of employees, including all the above mentioned ones. The study also realised that; since TANESCO decided to integrate PDP as tool for assessing its employee job performance and pay their incentive upon the result from that performance appraisal system, notably, many employees had gone disappointed, others felt deprived of their basic job rights, and others were upset. Likewise, based on the

findings presented, this study had also realised that after the integration of PDP as an appraising tool by TANESCO, consequently, many of its employees were quite unhappy and that situation had resulted into further consequences like; tendency from many employees to quit their job, reduction in achieving number of assigned duties, high late-coming-to-work rate, and many others.

Similarly, findings from the study stipulated that; truly, the integrated PDP was not favourable to the extent did not make employees go satisfied with their job. Rather in contrary, it had made most of employees go dissatisfied with their job at TANESCO. Hence, the study then realised that; the integration of PDP has brought up many employees at TANESCO to go dissatisfied with their job. It was found also true that; integration of PDP has been the cause of the actually experience problem of job dissatisfaction amongst employees at TANESCO. For, most of the findings presented showed that; since TANESCO decided to apply PDP as an appraising tool, and the basis for employees to be paid their incentives, normally, incentives were paid as lower than in the previous moments before it came into being – and that is why most of employees went dissatisfied with their job. Because, it was also found that the level of job satisfaction amongst employees at TANESCO was extremely low. And this study had then realised that the integration of PDP had inevitably been the cause for why many employees were going dissatisfied with their job – and the reason why based on this fact, this study had put forward that TANESCO had to think of modifying it PDP if and only if it has to rectify the situation of job dissatisfaction reigning amongst a huge number of its employees.

5.2 The Level of Employee Performance as the Result of PAS used by Utility Companies

The study was also tasked to answer the research question, which was reading; what is the level of employees' job performance as resulted from performance appraisal systems used by utility companies? The study focused on responding to this question following the consideration that; whenever there are complaints from employees about something going wrong to protect their interest, whenever something must be said about low job performance. Because, complaints is always if not a sign of

dissatisfaction, that means a source for low performance to be rendered by employees to proclaim their complaints.

Initially, the study had to make comparison on the job performance between before and after the Coming of PDP. In this regard, findings had revealed out that the overall job performance was lower after the integration of PDP than it was before the said performance appraisal system came into being at TANESCO. To better put precision about this evidence, it was even found from the findings that the department of human resources had already issued a report about the downward in job performance, following the integration of PDP. That is why based on these findings, this study then had realised that it is true, since the integration of PDP, consequently, many other unacceptable behaviours arisen among which included; mainly, the downwards of job performance.

But again, findings showed that; the integration of PDP was one of the factors for low job performance being experienced by TANESCO in particular. This was so addressed, following the evidence provided from the findings that; most of the issues addressed from the complaints/report by the HRD at TANESCO was all about the down-going of job performance, of which was quite the result of the coming-in of the PDP. And thus, all these phenomena in terms of low job performance was undoubtedly the way through which employees used to manifest and put out their complaint showing their dissatisfaction as well. But also, findings presented have shown that since TANESCO has brought a new appraising system, which is currently used in assessing its employees' job performance and pay their incentive upon the result from that system, the level of achieving the number of assigned task had tremendously gone down as majority of employees seemed to go dissatisfied with their job.

5.3 The Outcome of having Specific PAS on Employee Jog Attitude?

The study was further interested to specifically answer another research question, whose response was aiming at establishing the outcome of having specific

performance appraisal systems on employee job attitude in utility companies. This aspect was used as the extension and continuation of the already-found results – wherein to large extent they have shown a sense of job dissatisfaction amongst employees at TANESCO, as the results of having integrated new appraising system of which seemed to be denied by almost all employees. However, findings from this study showed that it was very cumbersome for this study to establish any reality concerning the trend in reporting at work by employees at TANESCO, since the results from respondents half-half way; i.e. one half of the respondents said yes, while the other half of them said no.

Notwithstanding the fact that, the study could not establish the trend in reporting at work, yet, much had been shown about the Consequence of PDP on Employees' Attitude towards their Job. More precisely, findings showed that majority of employees at TANESCO showed reluctance to work in another similar company, which applies the same appraising system like that employed by their current employer. Based on those findings, this study then realised that there was a negative consequence derived from PDP on employees' job attitude. This was found exact in the sense that, in case employees were ready to work in another similar company, obviously, much would have been said that they had positive attitude towards their job. So, this testified that; employees at TANESCO had built a very negative attitude with their job to the extent they seemed to be reluctant to work with any employer of similar nature or kind.

Furthermore, findings from the study indicated that if TANESCO keeps on using PDP in appraising Employees' Job Performance and Base for the Incentives Payment, notably, the decision from many employees will be to quit their job. Based on this evidence, therefore, this study had then put forwards that, utility companies would urgently think of altering ways of assessing their employees job performance and payment of their incentive, since many of their employees seemed to be very unhappy with their job and above all, they may end up massively quit their job – the situation, which in turn will cost them in hiring new staffs. Because, findings also have précised that; employees themselves consider their attitude as negative, since

majority as they disliked their job as the way for them to show their opposition against the actually applied appraising system.

5.4 The Strategy to be adopted by TANESCO in Restructuring PDP?

The study was finally aiming at specifically furnishing suggesting about strategy to be adopted by TANESCO in restructuring its performance development programme to improve employee job satisfaction. The consideration put by the study in searching for this aspect was that, whenever there is a sense of problem and complaints, normally, the most important way is to find the solution for such a problem. And, yet, much of findings had already précised the existence of the job dissatisfaction amongst employees, whose cause was already known too. So, it was for this study to furnish particular way through which TANESCO and other utility companies would rectify the problem of job dissatisfaction amongst their employees as they felt poisedless with appraising system used therein.

In the first stance, findings have put precision that there was a need for TANESCO to restructure its current PDP. And perhaps, this was due to the reason that, many employees seemed to be in opposition side against that appraising system used by their employer. However, based on findings presented, the study realised that one of the strategies that utility companies would use in restricting the actually used performance appraisal systems was nothing else rather separating the basis for the payment of incentives from the performance of PDP. In précised description, it should be retained that, utility companies would pay incentives to employees based on other ground like; hour being extra or otherwise spent by an employee in achieving any duty, or any other grounds, but not PDP. But also, PDP would be used merely for assessing the overall job performance and not the basis for determining the amounts of incentives to be paid to any employee. The suggested strategies would be successful in rectifying the situation of job dissatisfaction amongst employees derived from the integration of PAS. And this was found very true way, since employees themselves were sure about the strategies they had suggested. And by so doing, could really help most of utility companies, including TANESCO in

rectifying the problem of job dissatisfaction, and in turn boost their job performance as well.

CHAPTER SIX

SUMMARY, CONCLUSION AND POLICY IMPLICATION

6.0 Introduction

This chapter provides the summary, conclusion, and policy implication about the study on the impact of Performance Appraisal Systems (PAS) used by utility companies on their employees' job satisfaction in Tanzania. More precisely, it was in this chapter, wherein the study drew summary, conclusion and policy implication based on the whole picture obtained through the presented and discussed findings as well.

6.1 Summary

The logical sequence to bring about change in terms of alleviating complaint and dissatisfaction from employees in utility companies in Tanzania require an intense focus to be put on restructuring the actually used PAS. This study in fact, was mainly concerned with finding out the impact of PAS used by utility companies on employee job satisfaction in Tanzania; the case of Performance Development Programme used by Tanzania National Electric Company Limited (TANESCO) Ilala Region, Dar es Salaam, Tanzania. The methodology employed by this study had involved the use of questionnaire, focus group discussion as tools for gathering primary data from the sample size of 60 respondents. Likewise, tables, graphs, both illustrated by percentage in illustrating respondents from respondents were used as tools for presenting findings gathered from the respondents upon which further analytical and discussion steps were performed as well.

The study was aiming at achieving four specific objectives including; to determine the impact of performance development programme used by TANESCO on employee job satisfaction, to find out the level of employee performance as resulted from performance appraisal systems used by utility companies, to establish the outcome of having specific performance appraisal systems on employee job attitude in utility companies, and to suggest strategy to be adopted by TANESCO in

restructuring its performance development programme to improve employee job satisfaction.

Notably, the study found that there is an impact derived from the use of PDP in TANESCO in terms of job dissatisfaction amongst many employees as they have been complaining of being dissatisfied with PDP. And many others have depleted their attendance to their job placement, and many others were about to quit their job. Based on findings, the study had also realised that the overall job performance was lower after the integration of PDP than it was before the said performance appraisal system came into being at TANESCO. But also, the same findings led this study to realize that the attitude of employees towards their job was quite negative following the integration of PDP since many of them seemed to be dissatisfied with it. And finally, one of the suggestions obtained through findings stipulate that utility companies would pay incentives to employees based on other ground like; hour being extra or otherwise spent by an employee in achieving any duty, or any other grounds, but not PDP.

6.2 Conclusion

An organisation's goals can be achieved only when people put in their best efforts. But also, how to ascertain whether an employee has shown his/her best performance on a given job? The answer is performance appraisal. In parallel, employees' job satisfaction is one of the fundamental tasks of the HRD to always focus and upon which every issue required about high job performance can successfully be met. In reverse, utility companies in Tanzania seem to ignore the essence of employee job satisfaction – of which seem to be swept out by the so-called PAS, as many of their employees seem to be in opposite side against them. In simple terms, this is because, they have been found unrighteous in determining the amount of incentives to be paid to them.

From extended stance, the study found that a lot of consequences had arisen since TANESCO decided to integrate PDP. In such, one of the common impacts found by

the study have included amongst others; many employees were going dissatisfied with PDP, many others have depleted their attendance to their job placement, and many others were about to quit their job. If that is the real case, this study therefore, concluded that, the integration of PDP by utility companies had been the source for several unacceptable impacts as manifested by many employees, including all the above mentioned ones.

The study had also concluded that; since TANESCO decided to integrate PDP as tool for assessing its employee job performance and pay their incentive upon the result from that performance appraisal system, notably, many employees had gone disappointed, others felt unhappy with their job, and deprived of their basic job right, others were upset. Likewise, based on the study found, it thereafter concluded that, after the integration of PDP as an appraising tool by TANESCO, consequently, many of its employees were quite unhappy and that situation had resulted in further consequences like; tendency from many employees to quit their job, reduction in achieving number of assigned duties, high late-coming-to-work rate, and many others. This means, the integrated PDP was not favourable to the extent did not make employee go satisfied with their job. Rather it had contrarily made them go dissatisfied with their job.

The source for all these fund situation was that; since TANESCO decided to apply PDP as an appraising tool, and the basis for employees to be paid their incentives, normally, incentives were paid as lower than in the previous moments before it came into being –and that is why most of employees went dissatisfied with their job at TANESCO. Because, it was also found that the level of job satisfaction amongst employees at TANESCO was extremely low. That is why based on the findings, this study had put forward that TANESCO had to think of modifying it PDP if and only if it has to rectify the situation of job dissatisfaction reigning amongst a huge number of its employees.

In making comparison on the job performance between before and after the Coming of PDP, this study found that the overall job performance was lower after than before

the integration of PDP. To better put precision about this evidence, it was even found that the department of human resources had already issued a report about the downward in job performance, following the integration of PDP. That is why based on these findings; this study then concluded that the level of job performance as resulted from the integration of the PAS was quite lower than before. So, based on the same findings, the study also concluded that; the integration of PDP was inevitably one of the factors for low job performance being experienced by TANESCO in particular. This was so concluded, following the evidence provided from the findings that; most of the issues addressed from the complaints/report by the HRD at TANESCO was all about the down-going of job performance, of which was quite the result of the coming-in of the PDP. In this respect, it should be remembered that, all these phenomena in terms of low job performance was undoubtedly the way through which employees used to manifest and put out their complaint showing their dissatisfaction as well. But because, employees were against the so-called PDP as used in assessing their job performance and pay their incentive upon the result from that system. The situation, which in turn has resulted into low level of achieving the number of assigned tasks since majority of employees seemed to go dissatisfied with their job.

Based on the findings from the study, it was quite cumbersome for this study to establish any reality concerning the trend in reporting at work by employees at TANESCO, since the results from respondents had shown half-half way; i.e. one half of the respondents said yes, while the same half of them said no. Even though, notwithstanding the fact that, the study could not establish the trend in reporting at work, yet, much had been shown about the Consequence of PDP on Employees' Attitude towards their Job. Thus, based on the findings the study then concluded that majority of employees at TANESCO seemed to be reluctance to work in another similar company, which applies as the appraising system as employed by their current employer. Based on those findings, this study then had further concluded that there was a negative consequence derived from PDP on employees' job attitude. One of them included; if TANESCO keeps on using PDP in appraising employees' job

performance and base for the incentives payment, notably, the decision from many employees will be to quit their job.

Likewise based on the evidence from findings, the study therefore, has concluded by putting forwards that, utility companies would urgently think of altering ways of assessing their employees job performance and payment of their incentive, since many of their employees seemed to be very unhappy with their job and above all, they may end up massively quit their job – the situation, which in turn will cost them in hiring new staffs. Because, findings also précised that; employees themselves consider their attitude as negative, since majority as they disliked their job as the way for them to show their opposition against the actually applied appraising system.

In the final stance, findings have put precision that there was a need for TANESCO to restructure its current PDP. Then, based on these evidences, the study concluded that, this was, perhaps, due to the reason that, many employees seemed to be in opposition side against that appraising system used by their employer. Moreover, based on findings presented, the study then had concluded that one of the strategies that utility companies would use in restricting the actually used performance appraisal systems was nothing else rather separating the basis for the payment of incentives from the performance of PDP. In précised description, it should be retained that, utility companies would pay incentives to employees based on other ground like; hour being extra or otherwise spent by an employee in achieving any duty, or any other grounds, but not PDP. But also, PDP would be used merely for assessing the overall job performance and not the basis for determining the amounts of incentives to be paid to any employee.

The suggested strategies would be successful in rectifying the situation of job dissatisfaction amongst employees derived from the integration of PAS. And this was found very true way, since employees themselves were sure about the strategies they had suggested. And by so doing, could really help most of utility companies, including TANESCO in rectifying the problem of job dissatisfaction, and in turn boost their job performance as well.

6.3 Policy Implication

It should be remembered that whatsoever kind of PAS applied, must be used as basis for the systematic assessment of employees' job performance and not otherwise. But similarly, in case it is used for other purpose, like basis for incentives for instance, much of efforts would be placed in making it reasonably applied so that in turn, every company user goes satisfied as well. In similar view, much of findings have revealed out issues relating to impact, consequences, and out which were derived from the integrated PDP used by TANESCO on employees job satisfaction.

Perhaps, the intention of this study was to cover bigger area than the actual one as that might be the intention of any researcher. For, many issues in terms of limitations have been the impediment for the achievement of such coverage. Based on this fact, this study recommended that others studies would cover more extended areas than this one. In so doing, they can address either similar or different knowledge areas and may eventually come in with findings either relating to, contradicting, or even extending the actual one. More specifically, for instance; other studies can address issues relating to factors for mushrooming of special PAS among utility companies in Tanzania.

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APPENDICES

Appendix I: QUESTIONNAIRE TO RESPONDENTS MZUMBE UNIVERSITY

Dear respondent, my name is Elizabeth Mwinuka. I am a student in final (2nd) year at Mzumbe University, Campus of Dar es Salaam, Tanzania, pursuing a Master of Human Resources Management. In final year, every student is required to conduct a study of his/her interest, in partial fulfillment of the requirements for the award of Master of Human Resources Management of Mzumbe University. In fact, my research is mainly based on determining the impact of performance appraisal systems used in utility companies on employee job satisfaction, in Tanzania: the case of TANESCO, Ilala Zone, Dar es Salaam. The reason why I acknowledge you as one of the most steps towards the effective achievement of this study, and meanwhile want to ensure you that all information you provide hereunder will be treated with high confidentiality and will be used for academic purposes only.

Mobile:

INSTRUCTIONS:

Please, answer this questionnaire by putting a tick (✓) to the answer you find to be correct, and circle where you're asked to do so. Also, explain or indicate by writing where you are asked to do so.

PART ONE: GENERAL INFORMATION

Question 01: You believe yourself to belong to which of the following genders?

Male

b) Female

Question 02: Currently, your age falls in which of the following categories?

18 to 25 years d) 46 to 55 years

26 to 35 years e) Above 55 years

36 to 45 years

Question 03: What is your highest education level?

- | | | | |
|---------------------|-----|-----------------------|-----|
| Primary education | [] | d) Diploma | [] |
| Secondary education | [] | e) Advanced diploma | [] |
| Certificate | [] | f) Above Adv. Diploma | [] |

Question 04: For how long have you been working with TANESCO?

- | | | | |
|---------------|-----|-----------------------|-----|
| 0 to 1 year | [] | d) 11 to 15 years | [] |
| 2 to 4 years | [] | e) More than 15 years | [] |
| 5 to 10 years | [] | | |

Question 05: What is your academic profession?

- | | | | |
|-------------------------|-----|------------------------------------|-----|
| Accountant/Finance | [] | e) IT | [] |
| Marketing | [] | f) Human Resources Management | [] |
| Business Administration | [] | g) Engineering | [] |
| Other | [] |]. If other; please, specify here: | |

.....

PART TWO: SPECIFIC INFORMATION

Question 06: Is there any programme or system used by TANESCO in appraising your (employee) performance?

Yes

No

Question 07: Based on your answer in question 06 above, what is the proper name of that performance used by TANESCO in assessing your (employee) performance?

Please, explain mention here:

.....

Question 08: What is the outcome from that performance appraisal used by TANESCO with regard to the payment of employee incentives? Please, mention here:

.....

Question 09: How would you assess the favourability of the performance appraisal system used by TANESCO on job satisfaction vis-à-vis the payment of incentives to employees?

Fair [] c) Very unfair []
Unfair [] d) Very fair []

Question 10: With regard to your response in question 09 above, how do you feel about the appraisal system/programme currently used by TANESCO?

Happy []
Not happy []
Nothing []

Question 11: How would you rank the level of your current job satisfaction after the integration of that performance appraisal?

High [] c) Dissatisfied []
Low [] d) Normal []

Question 12: How would you rank the level of job satisfaction of your fellow employees just after to the integration of the currently used performance appraisal system?

Excellent [] d) Not good []
Very bad [] e) Low []
Satisfactory []

Question 13: What are the key indicating elements testifying your response in question 12 above? Please, mention here:

.....
.....

Question 14: How would you rank your current job performance compare to that, before TANESCO has integrated the new performance appraisal system?

High [] d) Satisfactory []
Low [] e) Normal []
Bad [] f) Excellent []

Question 15: How would you rank the actual job performance by other fellow employees compared to that, before the integration of the current performance appraisal system used by TANESCO?

Low [] d) Excellent []
High [] e) Good []
Normal [] f) very bad []

Question 16: With regard to your response in question 15 above, is there any complain from the department of HR about performance from all employees after the integration of the new appraisal system?

Yes [] b) No []

Question 17: If your response if question 16 above is yes, what the HRD complains/says concerning the job performance since the integration of the current appraisal system?

Performance has improved []

Performance has gone down []

Performance is as usual []

Question 18: How would you rank the achievement of assigned tasks since TANESCO has integrated a new appraisal system?

Slow [] c) Normal []

High [] d) Good []

Question 19: Since your employer (TANESCO) has integrated the new appraisal system, are your fellow workers reporting to their work station on time?

No [] b) Yes []

Question 20: Are you ready to work in another company that uses the same appraisal system like TANESCO?

Yes [] b) No []

Question 21: If TANESCO continues using the current appraisal system, and in case you find another job, will you stay at TANESCO? Please, explain here:

.....

Question 22: With regard to your answer in question 21 above, how would you consider your attitude on your current job with TANESCO?

a) I like my job []

b) I dislike my job []

Question 23: Do you agree or disagree that, the actual appraisal system used by TANESCO has built negative attitude of most employees on their job at TANESCO?

I agree []

I disagree []

I am not sure

Question 24: From your experience in TANESCO, how is the result in terms of attitude in general, from all employees on their jobs as the result of the new integrated appraisal system?. Please, explain here:

.....
.....

Question 25: What are the items you can suggest that TANESCO can improve in its newly integrated appraisal system? Please, mention here:

.....

Question 26: Are you sure, if TANESCO amends, or ameliorate them, will result improve the situation in terms of job satisfaction to majority of employees?

Yes b) No

Question 27: A part from what you have suggested in question 22 above, what else you think if TANESCO correct from its newly established appraisal system can significantly boost its employee job satisfaction? Please explain in the blank space below

I thank you for your constructive cooperation!!!!

Appendix II: GUIDING QUESTIONS FOR FOCUS GROUP DISCUSSION

- 4 How do you feel about your job regarding the new integrated performance appraisal used by your employer?
- 5 To what extent has the newly integrated performance appraisal system made you go unhappy with your job?
- 6 Why has newly integrated performance appraisal made you go dissatisfied with your job?
- 7 Is it true that, the newly integrated appraisal system made you dissatisfied with your job?
- 8 Why the above answer?
- 9 Is it true that the level of job performance at TANESCO has gone down due to the integration of actually used performance appraisal system?
- 10 How has integrated performance appraisal system been the cause for the actual low job performance?
- 11 What make most of employees go dissatisfied with the appraisal system?
- 12 Since TANESCO came with new appraisal system, are you as happy as before?
- 13 Has the integrated performance appraisal system caused to feel unhappy with your job
- 14 Suppose you get a chance to work in another organization which does not have the appraising system like used by TANESCO, will you quit the job?
- 15 Since the new appraisal system was integrated, are happy with your job?
- 16 Is there any need for TANESCO to restructure its current performance appraisal system?
- 17 What are the strategies you think TANESCO can adopt in restructuring its performance appraisal