

**THE ROLES OF SUPERVISORS IN THE IMPLEMENTATION OF  
OPEN PERFORMANCE REVIEW AND APPRAISAL SYSTEM IN  
PUBLIC ORGANISATIONS**

**A CASE OF SERENGETI NATIONAL PARK**

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**A CASE OF SERENGETI NATIONAL PARK**

**By**

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**A Dissertation in Partial Fulfillment of the Requirements for the Award of the  
Degree of Master of Science in Human Resource Management (Msc HRM) of the  
Mzumbe University**

**2016**

**CERTIFICATION**

We the undersigned certify that we have read and hereby recommend for acceptance by the Mzumbe University a dissertation entitled “**The Roles of Supervisors in the Implementation of Open Performance Review and Appraisal System in Public Organisations: A case of Serengeti National Park**” in partial fulfillment of the requirement for degree award of Master of Science in Human Resource Management (MSc HRM) of Mzumbe University.

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## **DEDICATION**

I dedicate this well presented dissertation to my lovely daughters; Betty, Petrolina, Paula and Priscilla. I thank GOD and honored to have you because you give me extraordinary pride. With these remarks this work is your reward. God's willing it is my expectation that all my daughters will be able to see this dissertation as an encouragement for them to pursue education to its highest level.

## **ACKNOWLEDGEMENT**

I am grateful to Almighty God for enabling me to successfully complete this dissertation and the rigorous work of the Master of Science in Human Resource degree program at Mzumbe University.

I am equally thankful to the major supervisor, Mr. Peter Andrea, who was helpful enough in providing me with vital comments and suggestions which helped in producing this dissertation.

Equally so, I thank the Serengeti National Park Management, particularly, Mr. William Mwakilema (The Chief Park Warden In charge) and Mr. Peter Shemkai (The Head of Administration and Human Resource Section) who spared their valuable time to provide data and facilitation the logistics for data collection exercise.

Similarly, I would like to thank my father, sisters and friends for their love and moral support. Special thanks goes to Ms Costansia Kasala a good friend of mine with whom I often consult on a variety of issues, some of which pertain to this dissertation.

Even though help was afforded as acknowledged above, I remain solely responsible for the faults and views expressed in this Dissertation. God bless you all.

## **LIST OF ABBREVIATIONS AND ACRONYMS**

CACRS	-	Closed Appraisal Confidential Reporting System
GDP	-	Growth Domestic Product
GMP	-	General Management Plan
HRM	-	Human Resource Management
LGAs	-	Local Government Authorities
MDAs	-	Ministries, Departments and Agencies
MNCs	-	Multinational Corporations
OPRAS	-	Open Performance Review and Appraisal System
PAS	-	Performance Appraisal System
PMS	-	Performance Management Systems
PSMEP	-	Public Sector Management and Employment Policy
PSRP	-	Public Sector Reforms Programme
SENAPA	-	Serengeti National Park
Sq. Km	-	Square Kilometers

## **ABSTRACT**

This study sought to investigate “the roles of supervisors in the implementation of the Open Performance Review and Appraisal System (OPRAS) in Public organisations; a case of Serengeti National Park. The study was confined into four specific objectives which were: to examine the awareness of employees in the implementation of OPRAS, to examine the opinions of employees on the implementation of OPRAS, to identify factors affecting the support of supervisors in the implementation of OPRAS, and to suggest possible measures to mitigate challenges facing supervisor support in the implementation of OPRAS in Serengeti National Park. A case study research design was adopted and a total sample of 66 was consulted. The stratified purposive sampling and coincidence sampling techniques were used to select respondents. Interviews, questionnaires and documentary review were employed as tools of data collection. Qualitative data were analysed by content analysis while the quantitative data were analysed by SPSS programme. The data were presented in tables.

The study findings revealed that employees at Serengeti National Park are not totally aware on the implementation of OPRAS. They only understand the concept of OPRAS but in practice it is not fully implemented. Again the study findings revealed that opinion of employees is that the status of implementation of OPRAS is good. Furthermore, the study findings revealed that factors affecting the support of supervisors are low level of understanding OPRAS process, problems in setting objectives, lack of commitment and insufficient use of OPRAS for HRM decisions. Finally, study findings revealed that solution to improve OPRAS implementation is the provision of training and evaluation feedback, constant communication and computerisation of the OPRAS system. The study recommended that Serengeti National Park management should train its employees together with computerisation of the OPRAS system in order to ease communication, and be able to quick access of appraisal reports for Human Resource decisions. Lastly, the custodians of public organisations should put more emphasis on auditing the aspects of the roles of supervisors in OPRAS implementation.

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## **CHAPTER ONE**

### **PROBLEM SETTING**

#### **1.0 Introduction**

This chapter covers the background to the problem, statement of the research problem, research objectives, research questions, significance of the study, scope of the study, and the limitation of the study.

#### **1.1 Background of the Study**

In Tanzania, Open Performance Review and Appraisal System (OPRAS) was introduced as part of the extensive Public Sector Reform Programme (PSRP) and strategies vested in the New Public Management paradigm following in the wake of the extensive structural adjustment policies (McCourt, 2008). The New Public Management approach has increasingly been adopted in developing countries as a strong display of processes of globalisation (*Ibid*).

The installation and adoption of the Performance Management Systems (PMS) in Tanzania public organisations was in agreement with the Public Service Management and Employment Policy of 1999 (PSMEP) and the Public Service Act, No. 8 of 2002. These two instruments facilitated the institutionalization of PMS in the public service (URT, 2011). The policy stipulated clearly the need for a performance and results oriented management philosophy in the public service. In the course of implementing PMS, OPRAS was introduced in all Ministries, Departments and Agencies (MDAs), Local Government Authorities (LGAs) and Regional Secretariats to enable proper and strategic human resource management.

OPRAS institutionalization replaced the old appraisal system known as the Closed Annual Confidential Report System (CACRS) which was highly confidential and bureaucratic in nature (URT, 2009; Public Service Management, 2008). CACRS which was used before OPRAS was limited and largely generated one-sided information and

experienced the absence of feedback on the performance of employees in the public service (URT, 2011). Hence, fail to stimulate performance improvement, transparency and accountability in public service. It was believed that appraisal system which provides the opportunity for dialogue between the supervisors and the supervisees is more likely to improve performance than a system of appraisal which is closed and one-sided.

These changes in appraising performance of public servants were in line with Public Service Employment Policy of 1999, the Public Service Regulations of 2003, and the Public Service Act No. 8 of 2002 as amended in 2007. Section 22 (1) of the Public Service Act No. 8 of 2002 specifies that every organisation within the Public Service should operate OPRAS for all its public employees. Furthermore, the Guidelines on the Use of the OPRAS Form TFN. 832 issued by the President's Office – Public Service Management in August 2004 provide that all public offices are supposed to use the OPRAS form for assessing individual employees. Therefore, the Public Service Act of 2002 and other public service instruments make OPRAS a compulsory performance appraisal in the public sector.

The introduction of OPRAS is a key part of the Government's commitment to improve performance and service delivery to the public (URT, 2005). The objective of the introduction of OPRAS was to improve accountability, transparency and resource management for efficient and effective delivery of quality services to the public (URT, 2011). OPRAS is necessary tool for high performance organisation as it aimed to result in many significant outcomes for the betterment of organisations, its managers and employees. OPRAS emphasises involvement of employee in objective setting, implementation, monitoring and review process, with a view of promoting individual accountability, improving transparency, and communication between management and employees (URT, 2011).

Additionally, OPRAS makes up “an integrated system for building a shared vision, understanding and agreement about the results to be achieved, and the approach, deployment, assessment and review of activities for continuous improvement in standards of service delivery” (URT, 2005). The process of OPRAS is that the employee sets targets in consultation with the supervisor. After six months, the achievements are to be evaluated and after 12 months the achievements of the past year are evaluated whereby supervisors and employees come to an agreement on the performance to be recorded in OPRAS. OPRAS plays an important role in the improvement of service delivery (URT, 2011).

Armstrong (2006) explains that human resources (specifically public servants) are definitely the most important factor of production due to its capacity of transforming all the other factors of production including itself. The effective utilisation of Human resources in terms increase productivity in relation of delivery of public goods and services needs an appropriate system of measurement. This goes hand in hand with the ability of the system to measure accurately the performance of its members and use it objectively to optimize them as a vital resource (Nigera, 2004). The appraisal system as system of measurement of employees performance is expected overcome many challenges like those stipulated by Bana (2009) such as the problem of accountability, transparency, as well as ethical issues also continue to effective delivery of public good and services.

In the case of application of OPRAS as a system of measurement of performance and improvement of public servants performance, its implementation depends mostly on the supportive supervisory roles of line managers for its successful implementation in any public organisation. Therefore, this study investigates the roles of supervisors in the implementation of OPRAS in Public organisations.

## 1.2 Statement of the Problem

In Tanzania, Government introduced OPRAS in 2004 in all MDAs and LGAs with a view to ensure proper utilisation of human resources and improving performance (URT, 2007). In spite of government directives and management principles requiring supervisors to take active and leading role in implementation of Performance Management System (PMS), some supervisors in public institutions are not in forefront in the support of the implementation of the system (URT, 2011). Lack of support by supervisors to the implementation of PMS is one of the blind spots for successful PMS in organisations (URT, 2011). Inspection reports by Public Service Reform Programme (PSRP) of 2007 indicate that the implementation of the OPRAS was ineffective (URT, 2007). Henceforward, if the activities for improvement in the area of performance management are not accompanied by the fostering of performance driven behaviour, which includes managers as role model by regularly addressing performance management, organisations will have a tough time fulfilling their potentials (Waal, 2006).

This is to say, there were no regular setting of targets by supervisors and supervisees and the assessment of performance against the set targets (*Ibid*). Also supervisors did not monitor performance; supervisors who assessed the performance of their subordinates did so wrongly; Moreover, there was apathy towards the entire concept of performance appraisal; the appraisal forms were wrongly filled and submitted late by both supervisees and supervisors (URT, 2007). It should be noted that, the above state of affairs are likely to hinder the achievement of the objectives of introducing OPRAS in the Public Service. This is also reflected in various researches such as;

A study conducted on “Factors influencing effective implementation of the OPRAS in Dar es Salaam City Council by Wanderage (2009) found that, lack of support from the supervisor and lack of training minimizes the efficiency of the OPRAS process. Also a study carried out by Massawe in 2009 on “Effectiveness of OPRAS in the Executive Agencies in Tanzania;

The Case of the National Bureau of Statistics (NBS)” revealed that, the organisation did not put in place an action plan for training its staff at all levels on the importance and how to fill in the OPRAS forms.

It is asserted that all these two studies above have been carried out to assess effectiveness of OPRAS on the performance of employee in a public sector and the findings showed that OPRAS is inactive. However, not much is known about the implication of the roles of supervisors in the implementation of OPRAS. For that reason, this study intended to investigate the roles of supervisors in the implementation of OPRAS in Public organisations using Serengeti National Park as a case study.

### **1.3 Research Objective**

#### **1.3.1 Main Objective**

The main objective of the study was to investigate the roles of supervisors in the implementation of OPRAS in public organisations.

#### **1.3.2 Specific Objectives**

- i. To examine the awareness of employees in the implementation of OPRAS in Serengeti National Park.
- ii. To identify the opinions of employees on the implementation of OPRAS in Serengeti National Park.
- iii. To identify factors affecting the support of supervisors in the implementation of OPRAS in Serengeti National Park.
- iv. To suggest possible measures to mitigate challenges facing support of supervisors in the implementation of OPRAS in Serengeti National Park.

#### **1.4 Research Questions**

- i. How employees are aware of the implementation of OPRAS in Serengeti National Park?
- ii. What are the opinions of employees on the implementation of OPRAS in Serengeti National Park?
- iii. What are factors affecting the support of supervisors in the implementation of OPRAS in Serengeti National Park?
- iv. What are the possible measures to mitigate the challenges facing supervisors in the implementation of OPRAS in Serengeti National Park?

#### **1.5 Significance of the Study**

The study is meant to enlighten policy makers on measures that could be put in place to improve the role of supervisors in the implementation of the OPRAS in public institutions. In addition the findings of the study will provide highlight to the management of public organisations about the importance of the roles of supervisors in the implementation of OPRAS. Furthermore the study demonstrates that the roles of supervisors should be taken seriously as they are crucial to successful implementation of OPRAS in organisations. Also, the study is expected to contribute knowledge on how National Parks can mitigate challenges facing supervisors in their roles of implementation of ORPAS.

Finally the study is expected to stimulate further studies not just in the area of the roles of supervisors, but also on the roles of management and employees in the implementation of OPRAS since this study may be used for reference by various groups of people like researchers, students and practitioners.

## **1.6 Scope of the Study**

The study was confined within the investigation of the roles of the supervisors in the implementation of OPRAS in the public institutions specifically the Serengeti National Park. Other National Parks and roles of other players in the implementation of OPRAS were excluded in this study. Furthermore the study was restricted to Serengeti National Park employees who are involved in the performance appraisal process.

## **1.7 Limitations of the Study**

The researcher encountered limitation of time, fund, appropriate transportation and difficulty weather during the study. This was made worse due to the big wilderness type of the park. Also it was a problem because most of the employees were stationed across various scattered twenty four work stations some of which were difficult to access. Furthermore the limitation of time and fund allowed the researcher to use only three tools of data collection which are semi-structured questionnaires, interview and documentary review.

These limitations were resolved by the researcher working night and days to save time and reach those respondents who were on night duties. Again additional fund was extended to the researcher from relatives and the researcher's private small business. The problem of transportation was overcome by the assistance of Serengeti National Park where the park management provided the researcher with a four wheel all weather vehicle capable maneuvering through the difficult terrain and weather.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter covers a review of related literature on the roles of supervisors in the implementation of OPRAS in Public organisations. It covers the theoretical literature review, empirical literature review and the research gap.

#### **2.1 Theoretical Review**

Theoretical review is an outline of the general ideas propounded by various writers and scholars together with the researcher about the topic under the study. In other words it is a framework of a proposed way of thinking about potentially related events that contain *built-in theories* that cannot be simply reduced to describing a set of observations (Partrick, 2007). Therefore in relation to the topic under study, this section presents in brief the meaning of concepts, history of performance appraisal system, roles of supervisors, challenges facing performance appraisal system, and theories of the study.

##### **2.1.1 Meaning of Key Concepts**

###### **2.1.1.1 Performance Appraisal**

Performance appraisal is a process that provides both superiors and subordinates to take an opportunity to take overall view of work content and review by looking back at what has been accomplished during the year under review; and agree objectives for the next scheduling period (URT, 2011). Daley (1992) argues that performance appraisal is an evaluation of individuals with respect to their work performance and their potential to develop. It is an integrated process that occurs regularly and frequently between supervisor and workers. This entails that the working goals or expectation has to be a joint venture between the supervisor and the worker. Furthermore Gibson (2004) elaborates that appraisals are conducted for two major reasons: evaluation and feedback.

When used for evaluation, the appraisal provides input for decisions on promotions, transfers, demotions, terminations, and compensation (salary increases). When used for feedback purposes, the appraisal focuses on the development of the individual, including the identification of coaching and training needs. Therefore performance appraisal means a system of evaluation and measurement of employees in the organisation to determine their individual work achievement or weakness so as to take the necessary action.

Alghanabousi (2013) explain that, a huge variety of terms is used for performance appraisal, including performance evaluation, staff appraisal, performance review, staff review, and staff reporting. This goes hand in hand with the varieties of performance appraisal systems (PAS) such the 'Balanced Scorecards', 'Management By Objective', '360 Degree Feedback', and the OPRAS just to mention few. In this study the term performance appraisal will be used interchangeably with OPRAS and the above meaning will apply throughout this study.

#### **2.1.1.2 Supervisors**

Supervisor is the job title of a position in hierarchy that is principally based on authority over a worker at place of work (Miller, 2008). Also, supervisor refers to an immediate superior of an employee to whom he/she reports to and will assess the employees' performance according to the agreed performance objectives (URT, 2013).

These are persons in the first line management who monitors and regulates employees in their performance of assigned or delegated tasks. They are usually authorized to recommend and/or effect disciplinary, promoting, punishing, reward, and other associated actions regarding employment matters. In the public organisations these are the line managers, heads of departments/sections/units and other in charges of specific operation areas.

### **2.1.1.3 Public Organisations**

Public organisations are state owned organisations. They are controlled by the government and may pay taxes (David, 2002). They provide a vital service for the country and may be a non-profit Organisations (*Ibid*). Therefore, public organisations are a part of the government and deliver public goods and services but exist as separate organisation in their own right, possibly as legal entities, and function with full or partial degree of operational freedom. They often have their own source of income in addition to direct public monies and might make proceeds. However in most cases the state is the major stakeholder. Also, the public organisation partly follows the acts and regulations that govern the core government that is the all ministries, departments and local government.

### **2.1.2 Brief history of Performance Appraisal System**

The history of performance appraisal system (PAS) is as old as human civilisation as the evaluation of performance has been in existence either in one form or the other. The original of performance appraisal scheme can be attributed to the relationship between master and servants or employer and employees (Murphy and Cleveland, 1995). The method and techniques used for appraisal varied during different stages of human history. The trait relayed upon for appraisal were mainly personal loyalty and allegiance to the employer while the emphasis on each of this trait varied under different work culture. The traditional approach has been to judge employees on the basis of their personality or activity trait (*Ibid*).

According to Goel (2008) the formal appraisal system was used for the first time in USA in the year 1883 by the Federal Government for New York City Civil Service and by certain administrators. During the late part of the 19<sup>th</sup> century the real impetus to appraisal in business come as result of the work measurement programme of Fredrick Taylor and his followers before World War I. Similarly, with the wide spread awareness of human relations factors in management in the early 1930s and 1940s behaviour traits such as the ability to get along with others obviously tended to become dominant. PAS

were almost exclusively aimed at the evaluation of hourly workers rather than of managers. The concept of performance appraisal for evaluating performance was introduced during World War II (Goel, 2008). The appraisal was subjective and covered areas such as the quality of work, job knowledge, safety, dependability, adoptability, and work together attitudes.

Tanzania public organisations first started using a formal system of measuring employees' performance known as CACRS which was later changed to OPRAS which still apply to date. By using a formal PAS, it brings many advantages not only in promotion/demotions, reward allocation, transfers, layoffs/recalls, and selecting training but it assist individual employee's decisions regarding career choices and the subsequent direction of individual time and effort. Additionally, performance appraisals may increase employee's commitment and satisfaction (Weise and Buckley, 1995).

PAS is one of the most important requirements for successful business and human resource policy (Kressler, 2003). Rewarding and promoting effective performers in organisations, as well as identifying ineffective performers for developmental programme or other personnel actions are essential to effective human resource management (Pulakos ,2003). Seniwoliba (2014) argue that the ability to implement performance appraisal system relies on the supervisors' ability to assess employees' performance in a fair an accurate manner. According to Faisol and Chowdhury (2013), many scholars have recounted on the key role that supervisors play in PMS. They are charged with setting performance objectives in collaboration with subordinates, understanding appraisal process, and giving performance feedback (*Ibid*). Also, Nigera (2004) argued that, the success of an organisation depends on the ability of line managers to measure accurately the performance of its subordinates and use it objectively to optimize them as important resource.

However in developing countries, the challenge of implementation of PAS lies on the role of supervisors whereby according to Chubb *et al.* (2011), line managers are not committed enough, partly because of the bureaucratic nature of the system but also

because the system is not 'sold' well enough, or supported by wider management culture. They 'go through the motions' (Ibid). Also some supervisors do not have the competencies to operate appraisal effectively, either in judging performance or conduct difficult face to face discussion, especially with poor performer supervisees (*Ibid*).

### **2.1.3 Open Performance Review and Appraisal System (OPRAS)**

OPRAS as defined by the URT Guidelines on OPRAS of 2011 is an open, formal, and systematic procedure designed to assist both employers and employees in planning, managing, evaluating and realizing performance improvement in the organisation with the aim of achieving organisational goals. The system of OPRAS works in a cyclic manner within a confined period of one year beginning the month of July to June.

The appraisal process begins by jotting down performance objectives by the employee with the assistance of the supervisor who is supposed to be conversant with the working of the system. These objectives are usually derived from the organisation strategic objectives/goals which have been trickled down to the level of each section of the workers. The implementation of objectives starts to take place in the beginning of the month of July. Implementation takes place concurrently with monitoring and evaluation of performance by the supervisors after observation and receiving or non-receiving of performance report from employees. These actions continue throughout the mid-year OPRAS review period to the end of the annual appraisal evaluation exercise. The mid-year OPRAS review constitute the review of objectives where necessary due to various unpredictable changes which has been taking place or expected to take place in that particular year. For example, during the work performance organisation experience budgetary problems or even change in workloads which bring about the change to the way employees works. At the end of the year employees together with their supervisors conduct annual performance evaluation appraisal which usually involves face to face discussion between supervisors and supervisee regarding the appraisal performance measurement results and reports.

According to Gibson (2004), appraisals are conducted for two major reasons: evaluation and feedback. When used for evaluation, the appraisal provides input for decisions on promotions, transfers, demotions, terminations, and compensation (salary increases). When used for feedback purposes, the appraisal focuses on the development of the individual, including the identification of coaching and training needs. This meaning will apply throughout this study, and also to mean performance appraisal system (PAS).

OPRAS is one of the PAS, an important tool for supporting and improving the quality of national parks. Unfortunately, employee's evaluation too frequently has been viewed not as vehicle for growth and improvement, but rather as a formality that must be endured (Stronge & Tucker, 2003). OPRAS is an important step to avoid making the exercise look like yearly ended. Thus, Open Performance Review and Appraisal system is about documenting the quality of employees performance, helping them improve and hold them accountable for their work (Stronge, 2003).

Performance appraisal processes is concern with individual and his/her immediate boss/manager/supervisor and involve an interchange between them regarding the individual job attainment over the last month or year. The major output from appraisal process should be a set of agreed actions to be undertaken by the supervisor and subordinate for the following appraised period in order to improve performance (Aswathapa, 2005).

The process of OPRAS has some elements mentioned by Aswathapa (2005), and Decenzo (2003). However one element of OPRAS, that is, monitoring of the performance on a regular basis was not mentioned, which is an important. Another element of OPRAS which is rather unique from the ones mentioned by the above scholars is emphasis on agreement of activities and output between the supervisor and supervisee. This implies that both of them should participate in establishing the objectives, tasks and output for the appraisal period. The performance targets and output against which the individual is to be assessed must be specific, measurable, and time bound and must be jointly agreed between supervisor and supervisee (URT, 2011).

The OPRAS bears transparency and openness, towards the end of financial year the supervisee should complete his/her form and forward it to supervisor who on receipts of appraisal form, is supposed to arrange for an appraisal meeting with supervisee in which the past performance, future action plans, objectives, training and development needs of the supervisee should be discussed (URT, 2011).

Commitment to the OPRAS process is essential. This is both in the involvement in the setting performance objectives and also in the signing of agreed objectives. Aswathapa (2005) says that a lot of commitment from the supervisor and supervisee is needed from the beginning to the end of the process. Therefore supervisors and subordinates staff should discussed and agree on the objectives to ensure clarity and details of the job on which performance of the supervisee will be appraised for appraisal period.

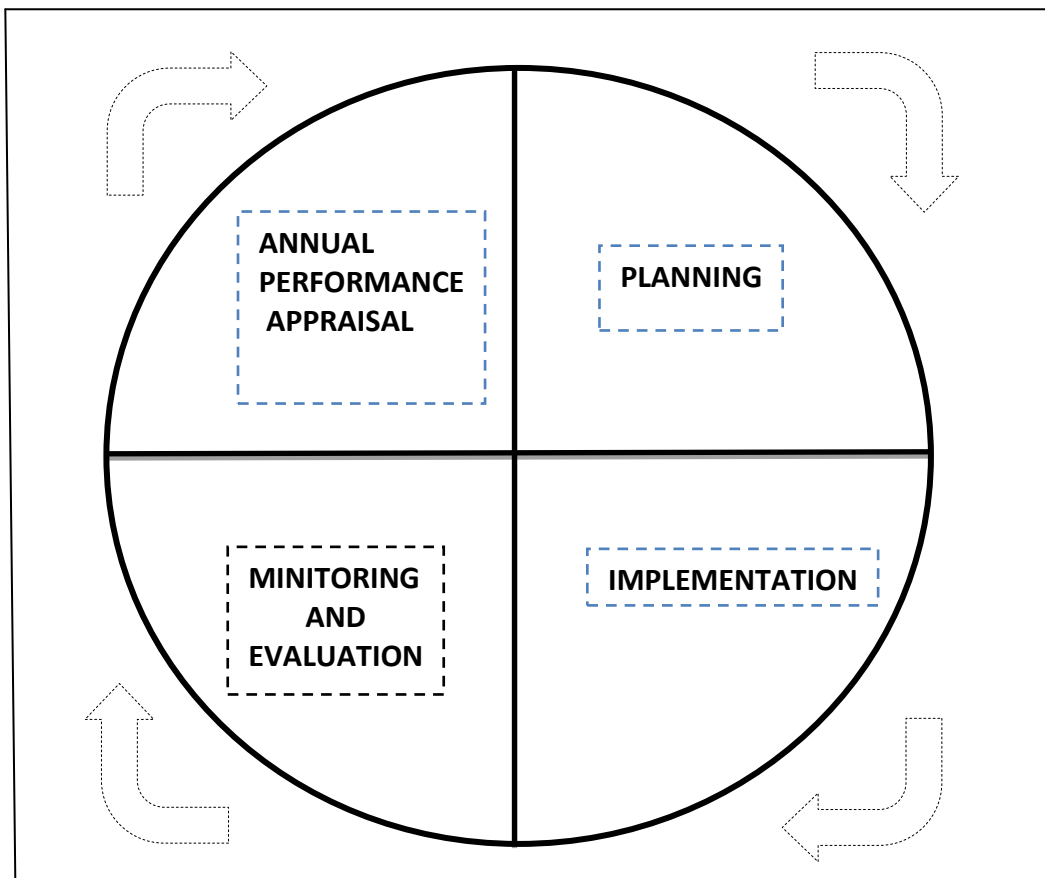
#### **2.1.4 The Roles of Supervisors in the Implementation of OPRAS**

PAS is one of the most important requirements for successful business and human resource policy (Kressler, 2003). Rewarding and promoting effective performers in organisations, as well as identifying ineffective performers for developmental programmes or other personnel actions are essential to effective human resource management (Pulakos, 2003). Seniwoliba (2014) argue that the ability to implement performance appraisal system relies on the supervisors' ability to assess employees' performance in a fair and accurate manner.

According to Faisol and Chowdhury (2013), many scholars have reported on the key role that supervisors play in performance management systems, as they are charged with setting performance objectives, understanding performance appraisal, and giving performance feedback. Also, Nigera (2004) argued that, the success of an organisation depends on the ability of line managers to measure accurately the performance of its members and use it objectively to optimize them as a vital resource. This implies that supervisors have to possess the necessary skills and exert the necessary support to the effective implementation of OPRAS.

The roles of supervisors in the implementation of OPRAS as a system of performance management in public organisations can best be explained by figure 1 together with the elaborations below.

**Figure 2.1: The Cyclic Nature of the Roles of Supervisors in OPRAS Implementation**



Source: Researcher (2016)

**Planning:** This is the beginning or the setting stage of the OPRAS process which commence after the introduction of the system or after the annual performance appraisal exercise and generation of the appraisal report. The planning stage involves generating of individual employees performance objectives which are derived from the organisations' corporate strategic objectives trickling down to the divisions, department, sections and unit level of the hierarchy structure of organisation leadership and management.

Here the supervisor plays the roles of assisting the employee in formulation of objectives which have to be in line with the organisation goals. Also the supervisor plays a big role in training and informing employees in detail about the corporate and departmental goals which needs to be achieved, including the operationalization of the OPRAS system. The supervisor must ensure that employee's individual objectives are not divergent with organisation goals. Again in this stage of planning, the aspect of "SMART" is highly emphasised by supervisor in the process of assisting the employees in developing performance objectives. By SMART means objectives proposed and later on agreed must be specific, measurable, achievable, and realistic and time bound.

**Implementation:** This is the action stage which commenced after the signing of the performance agreement. The implementation of the performance objectives is done throughout the cycle that is from July to June each year. Here the role of supervisor is to provide employees with various resources/inputs required for the employee to carry out the set and agreed objectives. This is where employees' competencies are demonstrated in the accomplishment of the objectives.

**Monitoring & Evaluation:** This is the assessment stage where the supervisors monitor the progress of work and make time to time evaluations of employees work performance. Supervisor roles of coaching, mentoring, and counseling are crucial in this stage though this role is applied throughout the cycle. One should not that monitoring and evaluation is supposed to be done throughout the cycle of performance appraisal process. In this process the supervisor is required to demonstrate his competencies such as application of effective communication skills and abilities in assisting employees in transforming their work behaviour in achieve the objectives. Again in this stage supervisors carry out at least one mid-year review of all employees in the month of December of each year and employees are properly involved in the review process throughout the year (URT, 2011).

One must note that, it is the nature of human being to want to receive feedback for any work done. So in working place it is the role of the supervisors in this stage of evaluation to communicate effectively the feedback through both formal and informal procedures. According to Robert and Michael (2007), evaluations must be conducted timely, at the right place and in the right manner such as direct contact and not through a third party.

**Annual Performance Appraisal:** This is the final assessment stage and where the generation of appraisal reports is done. It is the very important stage as both supervisors and managers use these appraisal reports for making human resource management decision which has a great impact to the employee. The roles of supervisors are to measure the achievement of the objectives and competencies demonstrated by subordinates in achieving the objectives and judge accordingly. Again the role of supervisor is to complete the end of the year assessment for all subordinates and informing the subordinates the recommendations for appropriate actions to be taken against the employees. For example: recommendations for a poor performing employee is sanctions; recommendation for average performing employee is development measures; while for best performing employee is development measures and rewards. Moreover supervisors' role is to ensure that the heads of divisions/department/units of the organisation see the comments on performance appraisal reports. After that, supervisor at provides the final appraisal feedback from management to employee. Then the process starts all over again of setting performance objectives by taking into account the experience of the past events of work performance and future growth or shrinkage of organisation activities with the changing or unchanging of organisation goals.

### **2.1.5 Challenges facing Supervisors in OPRAS Implementation**

In developing countries, the challenge of implementation of OPRAS lies in the facilitation of supervisors whereby according to Chubb *et al.* (2011), line managers are not dedicated enough, due to bureaucracy nature of the system, but also due to the fact that the system is not 'sold' well enough, or supported by the broader management

culture. They just 'go through the motions' (Ibid). Chubb *et al.* (2011) goes further by explaining that line managers do not have enough knowledge, skills and abilities to run the appraisal process effectively, for example in handling hard dialogues, especially conversation with subordinates who work poorly.

The levels of awareness particularly the practical awareness by employees is very important in OPRAS implementation. Supervisors need to show support of the process in their organisations through the provision of OPRAS training to its employees. It is a duty of supervisors to make certain that the system of OPRAS and its practice is understood, accessible and applied accordingly by all level of workers. If supervisors play their role in the performance appraisal process effectively, the employees will understand them (Murphy & Cleveland, 1995).

Dessler (2002) argue that supervisors must be conversant with the use of appraisal tools, understanding and overcome challenges that can affect the appraisal process. Kuvaas (2007) also argued that it is advantageous to provide training both to superiors and subordinates due to the fact that both are the paramount participants in the actual implementation of OPRAS. Understanding of performance appraisal is important (Fletcher, 2001). The level of understanding of the performance appraisal process can cause a lot of confusion among the individual workers at all level (Ibid). This sense of commitment and the understanding of appraisal process are noted as a factor in making an appraisal system more effective (Down *et al.*, 2000). Employees who are not knowledgeable usually result to poor performance. Lack of skills and knowledge of the appraisal system which is accompanied by difficulties in setting objectives inevitably affects implementation of OPRAS. When the reasons of the appraisal system are unclear, the employees would not likely feel the sense of being part of the system for it to succeed. Therefore the supervisors (including head of national parks and coordinators) are supposed to have intimate knowledge of appraisal process. Level of understanding OPRAS process between supervisor and supervisee and sense of ownership is crucial for effective implementation of OPRAS.

Lack of performance evaluation feedback is another challenge that faces support of supervisors in the implementation of OPRAS. Employees mostly perform their work effectively and diligently in expectation of recognition or reward for the work done. These motivational factors are supposed to be availed to staff by following a right, impartial, and formal systematic process put in place by management. These motivations push staff to be more innovative and willing to exert their competencies in achieving the agreed objectives. Fletcher (2001) explain that evaluation process can accomplish objective where at the end of the line staff are provided with feedback like sanctions, rewards or development measures. . Fletcher (2001) recommended that for performance appraisal to be productive and beneficial there requires to be something from it for supervisor and supervisee. For employees it is recognition, rewards, developmental measures and sometimes sanctions. While for supervisor is recognition and achievement of the division objective. Feedback can be a useful tool for development, especially if it is specific and behavioral oriented, as well as both problem-oriented and solution-oriented (Murphy and Cleveland, 1995).

Also Vance, (2006) underlined other challenges relating to performance appraisal. These are difficult experience in rating performance, cost of performance appraisal, identification of performance indicators, and pay as a motivational instrument. Other scholars identify actions of biasness, central tendency, unclear standards, time consuming, lack of training and effective communication skills (Mondy & Noe, 2005). For instance, it is a well-known fact that supervisors and employees may exhibit confusion, frustration, and fear when they are unsure of an appraisal's purpose. Longenecker and Nykodym (1996) emphasise that in performance appraisal some supervisors and employees may experience confusion and frustration when they don't understand the purpose of the appraisal system. It is advised that solution to reduce the vagueness and confusion of the evaluation process, management need to inform employees through training the reasoning behind performance evaluations.

## **2.1.6 Theories of the Study**

### **2.1.6.1 Goal-setting Theory**

Goal-Setting Theory was propounded by Edwin Locke in 1968 whereby the theory postulated that an individual employee setting of goals plays a vital role in motivating them for superior performance (Salaman *et al.*, 2005). This results to employees making more efforts in striving to achieve those goals. Also because as they feel that they are the architect and owner of the goals, they can easily improve their performance and where necessary modify the goals to make them realistic achievable. The study by Salaman *et al.*, revealed an inductive relationship between employees and goal setting improved production performance.

This theory simply states that the source of motivation is the aspiration and purpose to reach a goal. If individuals find that their current performance is not achieving intended goals, they simply become motivated to increase effort or change their strategy (Locke & Latham, 2006). In many cases, goal setting creates an alternative purpose for work and provides the challenge that enables individuals to overcome even the most physically exhausting tasks (*Ibid*, 2004).

This study applied goal theory of Locke to investigate the roles of supervisors in the implementation of OPRAS in Public organisations. This theory is relevant to this study because one of unique features that OPRAS has is “a process of setting specific performance goals for the employee which in turn serves as a potent motivating force for the employee.” The organisation exists to achieve goals, the degree of success that individual employees have in reaching goals is important in determine organisational effectiveness. According to goal theory, motivation and performance will be improved if people are committed to the goals (Giffin, 1989). Therefore, effective implementation of OPRAS depends much on supervisor determination to fulfill employee’s desires, such as resources, training, promised rewards and to deal with performance problem (Decenzo & Robbins, 2003).

### **2.1.6.2 Expectancy Theory**

The theory had been proposed by Victor Vroom in 1964. This theory is based on the hypothesis that individuals adjust their behaviour in the organisation on the basis of anticipated satisfaction of valued goals set by them. It underlies the concept of performance management as it is believed that performance is influenced by the expectations concerning future events (Salaman *et al.*, 2005). The theory explains that individuals can be motivated towards goals if they believe that: there is a positive correlation between efforts and performance, the outcome of a favorable performance will result in a desirable reward, a reward from a performance will satisfy an important need, and/or the outcome satisfies their need enough to make the effort worthwhile (Vroom, 1964).

This theory is relevant to this study because it explains behaviour of supervisors and supervisees. Human beings demonstrate behaviour in expectation of rewards be it tangible or intangible. These behaviours are motivated by variety of variables. In the implementation of performance appraisal both supervisors and subordinates will strive to implement the OPRAS process when motivated through OPRAS training, the set clear goal, and action by management on the results of the performance evaluation feedback of the attained performance objectives as stipulated in the OPRAS form. The behaviour of the negative view of the appraisal process will in turn switch to positive performance of the OPRAS system hence increase support of the roles of supervisors in the implementation of OPRAS.

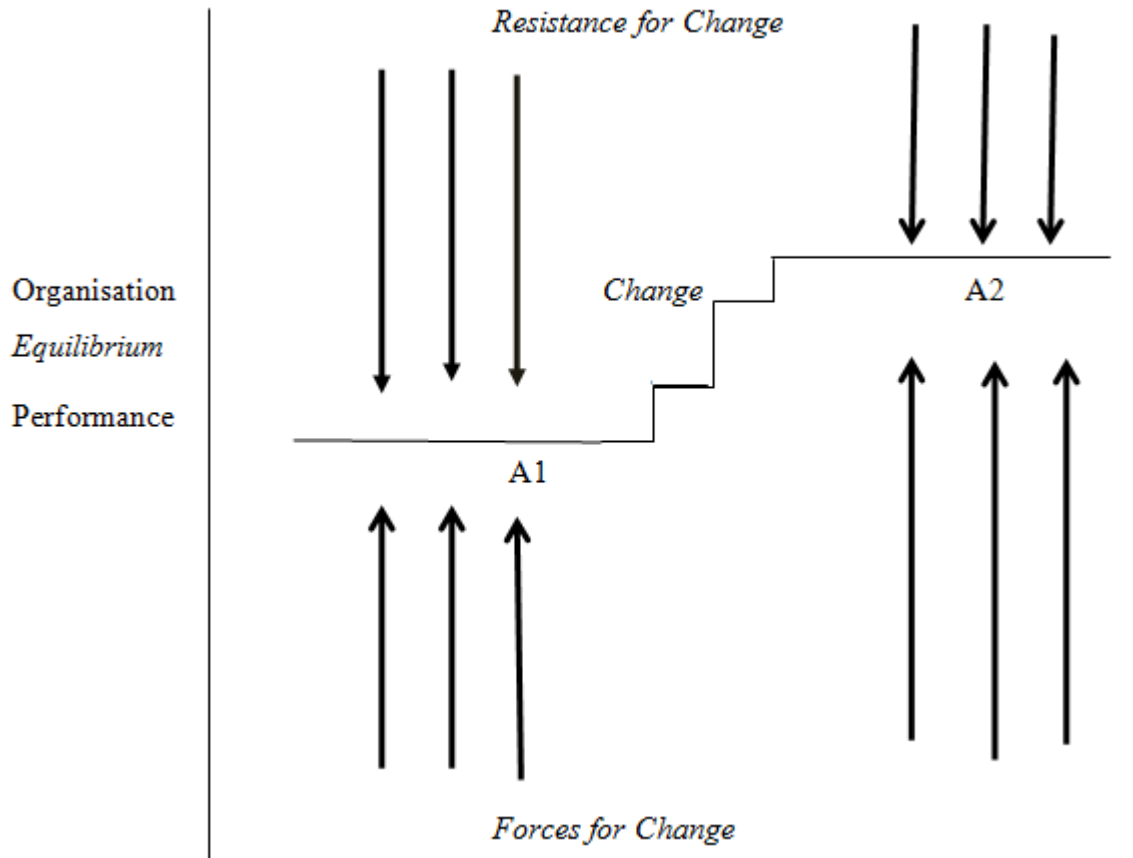
### **2.1.6.3 Lewin's Force-Field Theory of Change**

According to Armstrong (2009), the best known change model developed by a researcher Kurt Lewin (1951). Lewin suggested that change underlies the modification of those forces that keep a system's behaviour stable. The level of behaviour at any point of time is the result of two sets of forces-one striving, to maintain the status quo and the other pushing for change. When both these sets of forces are about equal, current levels of behaviour are maintained the behaviour is termed "quasi equilibrium".

Change can be planned by altering the existing state, either by increase the forces pushing for change, or decreasing the forces maintaining the current state, or applying combination of both.

At level A1 in figure 2 below resistance forces are greater than forces for change. While at level A2 the forces for change are greater than restraining forces. These levels are termed quasi equilibrium levels where one force is greater than the other.

**Figure 2.2: Lewin's Force – Field Model for Change**



Source: Armstrong (2009)

This model is relevant to this study because it explains that in the process of supervisors playing their roles in the implementation of OPRAS, there is existence of two forces. On one side are those forces that facilitate the support of supervisors to the successful implementation of OPRAS which in the above figure 2 are termed forces for change. While on the other side those forces that prevent or restraining the support of supervisors to the OPRAS implementation which in the above figure 2 are termed forces resistance to change.

Further explanation is that at level A1 in figure 2 the status of support of supervisors to the implementation of OPRAS is low due to various resistance forces such as lack of basic skills of the OPRAS process, lack of employees understanding the importance of

the system, and lack of employees commitment. While at level A2 the status of support of supervisors to the implementation of OPRAS is very high due to various forces for change such as OPRAS training, constant communication between supervisors and supervisees, provision of evaluation feedback and the making of key HRM decisions based on appraisal reports.

## **2.2 Empirical Literature Review**

Capelli & Conyon (2016) in their study titled “What do Performance Appraisal Do?” argued that performance appraisal is an important tool that creates a formal relationship between employer and employee which complement the employment contract. Performance evaluation and its reports are positively and importantly related to a range of important HRM decisions and outcomes such as merit rewards, promotions, demotions, and employees’ development measures. The study aimed to investigate employees performance appraisal using single United State firm between 2001-2007 where it tried to dispute various scholars on their claim that performance appraisal does not bring about a practical formal impartial platform for proper appraisal rates and a source of information for management of employees in an organization. The study evidenced how performance appraisal processes act as a source of impartial and objective information about employees’ performance and for determination of the status of relationship with organization interests. Furthermore the study evidenced how performance appraisal system is applied and the positive impact it brings with it to the employees and organization at large.

A survey conducted by Kwaku and Michael, (2015) on examining performance appraisal systems in selected academic and research libraries in Ghana revealed that these institutions have different systems and procedures of conducting appraisal whereby for example, in one institution the manager and not the supervisor is the one who carry out appraisals. Also these organisations conduct performance appraisal annually where the outcome of the appraisal are used as benchmark for identifying staff

strength and weakness, reducing grievances, identifying training needs, and as a way of promoting team work.

Again the challenges facing roles of supervisors in the implementation of OPRAS was emphasized by Mwanaamani (2015) in the investigation of the “Challenges of administering OPRAS in District Council in Tanzania.” The study which was conducted at Lushoto District Council revealed that lack of frequent face to face communication on the appraisal process, and the minimal participation of employees in generating performance objectives results in effective implementation of OPRAS. Elaborated further that due to the above aforementioned factors OPRAS system is relatively practiced in Lushoto District and many others. This goes hand in hand by lack of basic knowledge and skills for both supervisors and employees on the practice of performance appraisal process. Other challenges noted from the employees were openness, selection of indicators, clear setting of goals and standards.

The Steven et al. (2011) article titled “Globalisation of Performance Appraisal: Theory and Application,” highlighted the basis of information on what practices guides the support the performance appraisal of distant employees in different part of the world. The article established that it is a common agreement among scholars that supervisors must be provided with training on how to properly manage appraisal of employees. Training on leadership skills, counseling, coaching, setting performance objectives, provision to employees feedback, and the link of the performance to reward and employees development programme. Also the article concluded that proper performance appraisal training be provided to supervisors as well as supervisees in order to overcome common mistakes of measurement of employees performance during the evaluation process. This will smoothen the appraisal procedures and processes.

Chen (2011) study titled “ An assessment of the Performance Appraisal Process in the Public Sector: A Comparative Study of Local Government in the City of Cape Town (South Africa) and Hangzhou City (China)” inquired on solutions to improve performance appraisal process in local government level in South Africa.

The study findings indicated that performance appraisal systems particularly appraisal process play an important role to make PMS valuable and sustainable. Further it pointed out that effective performance of appraisal process relies on the actions of the active involvement at all levels, from policy determination to effectively functioning operations.

Robert and Pregitzer (2007) in their paper titled “Why Employees Dislike Performance Appraisals” pointed out factors affecting employees’ appraisal which are poor informal feedback, rating bias, poor communication during formal feedback meetings, and appraisal hypocrisy. In their paper they concluded that PMS that adopts a friendly relationship between supervisors and subordinates has greatest chance to succeed. Supervisors must be trained, exert efforts and commitment in support of PMS for benefit of employees. Thus the exercise of performance appraisal must be tackled with a sense of empathy, humanity and ethical considerations.

Mei et al. (2007) in the work titled “Factors influencing Employee Performance Appraisal System: A Case of the Ministry of State for Provincial Administration and Internal Security, Kenya” investigated the “multifaceted factors influencing employee performance appraisal system in Ministry of State for Provincial Administration, Nyamira District, Kenya.” The author explained that performance appraisal system was introduced in Kenya Public Sector in order to encourage delivery of quality service to the public. They established that various factors need to be considered by top authorities in order for performance appraisal system to become a good performance management tool. These factors are frequent communication between supervisors and subordinates which is important for imparting understanding of the system, changing negative perception of employees. Other factors are the practice of fairness in appraisal process and elimination of rating errors. All the above factors influence the performance appraisal system.

### **2.3 The Synthesis**

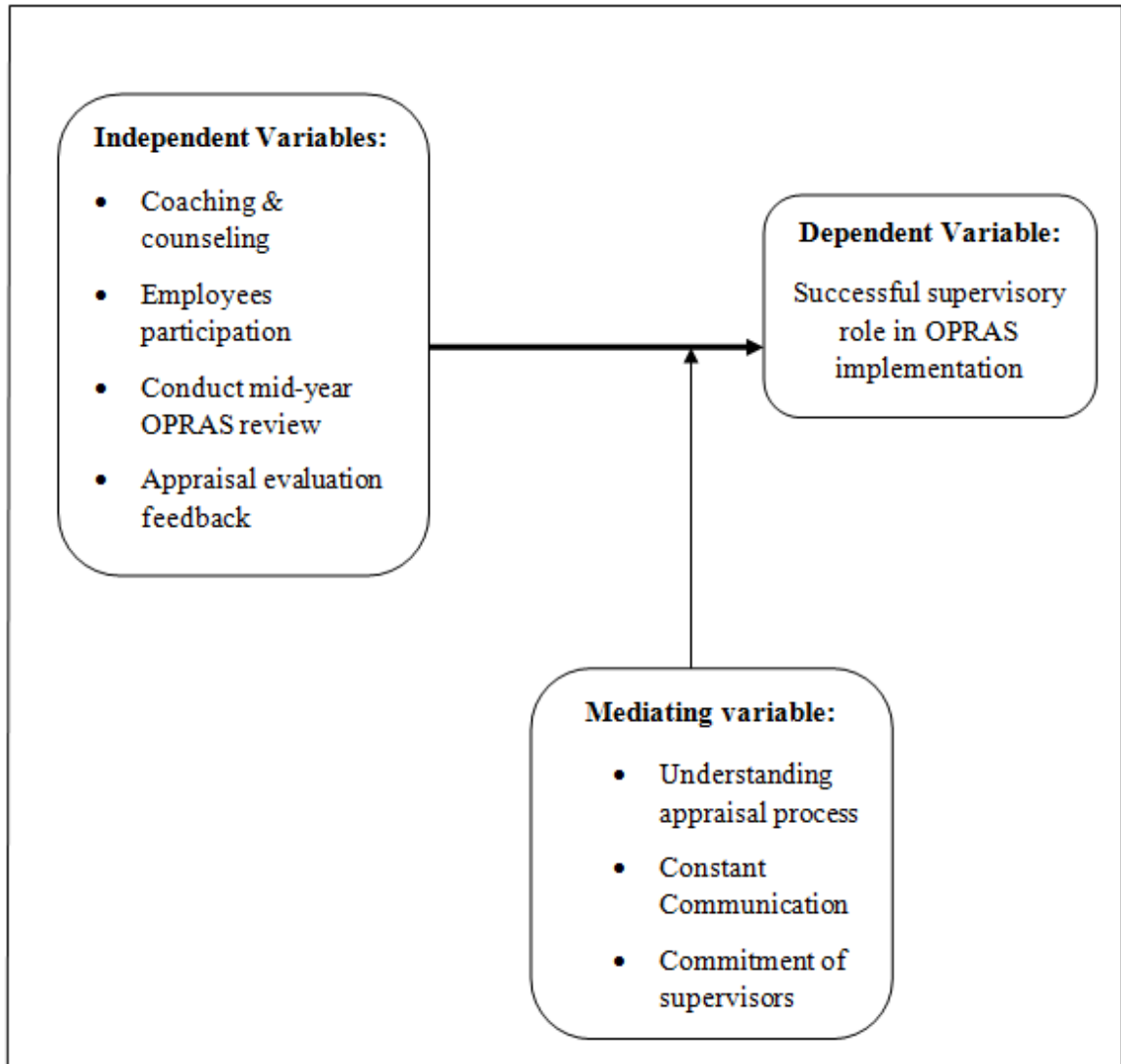
The study conducted by Wanderage (2009) reviewed factors influencing implementation of Open Performance Review and Appraisal system in Dar Es Salaam City council. Furthermore, Hezekiah (2009) looked on the institutionalization challenges of performance appraisal system in Tanzania Local Authorities case of Arusha City Council. Moreover, Massawe (2009) focused on effectiveness of performance review and appraisal system (OPRAS) in the Executive Agency. The above studies mentioned above and other related to OPRAS have focused on the influences, challenges and effectiveness of OPRAS systems as guidance on crafting a way of implementation of a successful performance appraisal system. Apparently none of the studies have been done to investigate the roles of supervisors in the implementation of OPRAS in Tanzania public organisations. Therefore, the current study endeavors to provide this direction by seeking to fill the gap using Serengeti National Park as a case in point.

### **2.4 Conceptual Framework**

The assumption for the framework is that the success of supervisory role in OPRAS implementation in public organisations is associated with supervisors coaching and counseling subordinates, conducting mid-year review, allowing participation of employees, and provision of appraisal evaluation feedback. When these variables are truly taken into account through supervisors support and commitment would, this depicts a successful picture of the roles of supervisors in the effective implementation of OPRAS in public organisations.

This is best explained in the following model below:

**Figure 2.3: Conceptual Framework**



Source: Researcher (2016)

Kombo and Tromp (2006), state that variables are attributes of the cases that a researcher measure. They argue further that the independent variables are the factors that the researcher thinks explain variation in the dependent variable. On other hand dependent variable is the outcome variable the researcher is attempting to predict. While mediating variables are factors that facilitate or interfere with the outcome of an event. Operationalization of variables is as follows:

**Coaching and Counseling:** This is part of training on both the process of OPRAS and work activities to improve work activities which at the end depict the successful supervisory role in OPRAS implementation. However this can be made possible by supervisors understanding of the OPRAS system.

**Participation of employees:** The involvement of employees in the OPRAS process from the beginning of the year of setting performance objective to the end of the year of the annual appraisal evaluation. Participation can be possible when supervisors are committed to the OPRAS process.

**Conducting mid-year review:** This is the process of review of work performance based on the set objectives/goals at the halfway point of the years which is usually the month of December of each year. According to the principles of OPRAS setting of performance objectives is done in the beginning of the financial year which is the month of July right after or in conjunction with the annual performance appraisal review. Then this is followed by OPRAS mid-year review conducted in the month of December each year. Process is mostly depends on the commitment to the system by supervisors.

**Appraisal evaluation feedback:** This is the act of measuring the actual individual performance against the set performance objectives and competencies shown on how objective was achieved. This is mostly realized due to constant communication between supervisors and supervisees where the act of informing employees motivate them for more performance or for improvement.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.0 Introduction

Research methodology as explained by Babbie (1995) relates to grand plan of a particular research project that shows how a researcher intends to conduct the research and how to guard it against internal and external factors which may influence and undermine its validity and acceptability as a knowledge base. Research methodology is the scientific procedure and process of investigating on how research is scientifically done in numerous stages that are adopted by the researcher in studying the selected problem (*Ibid*). The methodological principles in the social science ensure that the researchers are able to defend the findings, and are those guidelines that researchers agreed on, that they rely on to give us acceptable research practices (*Ibid*).

The aim of this chapter is to discuss the research methodology employed in the research by describing how the study was conducted. This chapter contains research design, area of study, population under study, sample size, sampling techniques, data collection techniques, data analysis methods, reliability and validity of data, and ethics.

#### 3.1 Research Design

According to Chamwali (2006) research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the researcher's purpose with economy in a procedure. It lays out the blue print for the gathering, measurement and analysis of data. Research designs include survey, experimental, and case study design.

In this study, the researcher used a case study research design. Case study design is a qualitative analysis which involves careful and complete observation of a social unit, a person, a family, an institution, a cultural group or even the entire community (Kothari, 2004). It is most appropriate where a detailed analysis of a single unit of study is desired

as it provides focused and detailed insight to phenomenon that may otherwise be unclear (Young, 2000). Case study as a method has been preferred when a “how” or “why” question is being asked about a contemporary set of events over which the investigator has no control (Yin, 1994).

Case study design was chosen by the researcher in order to enable the researcher to have an in-depth understanding of the study on the roles of supervisors in the implementation of OPRAS in Serengeti National Park. Thus the case study enabled the researcher to follow in great detail issues and information related to the phenomenon under study.

### **3.2 Research Area**

This study was conducted at Serengeti National Park in Mara Region. The crucial of the study area was influenced by being the second largest National Park (14,763 sq. km) in Tanzania with large number of employees that amount to 454 employees in comparison to other National Parks (SENAPA GMP Draft, 2014). It should be noted that being the second largest national park with large number of employees compare to others parks, Serengeti National Park is the best representation of other national parks in Tanzania on studying the roles of supervisors in the implementation of OPRAS. Similarly, the environment of the organisation is now conducive for spurring growth of the organisation with a proper strategic focus. Thus, application of the OPRAS is a noble plan that ought to reap benefits to the organisation. Also, the area was convenient for researcher as the researcher was interested with national parks performance of employees due to its vital role they play in bringing foreign currency, increasing Gross Domestic Product (GDP) for economic growth of the country. Furthermore the areas offered all types of sample that were needed for the study.

### 3.3 Population of the Study

Population which is sometimes known as units of inquiry is a well-defined set of people, service, elements, events, group of things or households that are being investigated (Ngechu, 2004), and where the researcher wants to generalize the results of the study (Mugenda and Mugenda, 2003).

Population for this study comprised 454 employees of Serengeti National Park. These employees are those from the Conservation, Tourism, Planning, Accounts, Procurement, and Human Resources and Administration Sections who are scattered across the 24 Administrative posts of Serengeti National Park. The employees incorporated in the study included all the employees who were engaged on specified and unspecified contract time of employment. Workers engaged on employment contract for specific task were excluded as they are not involved in the OPRAS process.

**Table 3.1: Allocation of Employees in Different Sections in Serengeti National Park**

S/N	NAME OF SECTION	NUMBER OF EMPLOYEES
1	Conservation Section	307
2	Tourism Section	28
3	Planning Section	46
4	Accounts Section	48
5	Procurement and Supplies Section	6
6	Human Resources and Administration Section	19
Total Employees		454

Source: Field Data (2016).

### 3.4 Sample Size

A sample size is a subset of the population to which researcher intended to generalize the results (Orodho, 2002). Kothari (2004) stated that sample size of more than 30 subjects is representative enough and guarantee for the study to be conducted. Usually it is required to provide a stepwise determination of sample size for funded research proposals (Marshall, 1996). However, in practice number of required subjects usually becomes evident as the study progresses (*Ibid*). The sample size of the study comprised 66 participants out of 454 number of population. This sample size which is neither small nor larger was employed in order to obtain valid inference about the population.

**Table 3.2: Distribution of Subjects of the Sample**

S/N	Department/section	Total population	Sample selected	Percent (%)
1	Conservation Section	307	31	10
2	Tourism Section	28	6	21
3	Planning Section	46	11	24
4	Accounts Section	48	8	17
5	Procurement and Supplies Section	6	3	50
6	Human Resources and Administration Section	19	7	37
Total		454	66	15%

Source: Field Data (2016)

### 3.5 Sampling Techniques

Kothari (2004) argue that sampling technique is a procedure that the researcher would adopt to select items for the sample. It is a definite plan for obtaining sample from a given population since it is difficult to study a whole population (*Ibid*). Furthermore, Baker (1999) emphasised that there are two major goals that sampling techniques intend to achieve.

The first is to establish representatives of what is being studied and conversely to reduce bias. The second is to be able to make inferences from findings based on a sample to a larger population from which that sample was drawn. In this study the researcher employed stratified purposive sampling and coincidence sampling technique on getting the required subjects for sample from the population.

### **3.5.1 Stratified purposive sampling technique**

Stratified purposive sampling is the combination of stratified sampling and purposive sampling. According to Kombo & Tromp (2006) stratified purposive sampling involves dividing population into homogeneous subgroups then purposely select sample from each subgroup to use in the study. While Mason (2008) defined purposive sampling as a set of procedures where the researcher manipulates the analysis, approach and sampling activity interactively during the research process to a much greater extent than in statistical sampling. Furthermore, Kothari (2004) defined purposive sampling as a deliberate selection of particular units of the population for constituting a sample that represents the population. The use of stratified purposive sampling was generally to have more arithmetical accuracy in the data than purposive sampling (Kombo & Tromp, 2006).

In this study employees were grouped into stratum according to their sections and then selection of study sample were purposively made disproportionately. This means stratified purposive sampling was used in this study to sample employees from conservation, planning, accounts, tourism, procurement and human resource sections of the organisation.

Then purposive sampling technique was employed to select participants of different cadre among the 31 of Serengeti National Park from each group. Also purposive sampling technique was used to select participants from heads of sections who were involved in the interview and filling of questionnaires. The use of purposeful sampling technique was to enable to select heads of sections so as to generate vital information

regarding OPRAS implementation as they are both supervisors and members of Serengeti National Park management team.

Stratified purposive sampling was adopted so as to give each member of the employees of the section an equal probability of being selected. Also the use of this procedure was to be able to represent not only the overall population, but also to represent those sections with fewer employees.

### **3.5.2 Convenience Sampling Technique**

Convenience sampling sometimes referred to as accidental sampling. Convenience sampling means the technique of incorporating subjects who are voluntarily available to the study (Frey, 2000). Therefore this technique is engaged in the selection of sample based on availability of participants. Convenience sampling was employed due to the limitation of time, fund and accessibility by the researcher. The technique was engaged mostly to select sample of those employees in administrative and office activities instead of those employees engaged in field activities. Those employees in administrative and office activities are those employees who were on guard duties, communication, coordinating protection patrol, parade, tourist guiding and interpretation, gate clerks, accounts, stores, office secretaries and attendants, drivers, plant operators, artisans and ecological monitoring. These employees were mostly available in their workstations during the time of the researcher's data collection exercise.

### **3.6 Data Collection Methods**

Sapsford *et al.* (2001) defined data collection method as the technique of gathering and measuring information on targeted variables in an established systematic fashion, which then enables one to answer relevant questions and evaluate outcomes. The researcher collected data by the use of questionnaires, interviews, and documentary review.

These methods were employed because in research work no one method is enough to gather reliable and valid data. Bogdan and Biklen (2002) argue that one method usually tends to deceive the researcher's depiction of the reality of the phenomenon under the investigation.

### **3.6.1 Questionnaire**

Gillham (2008) defined questionnaire as a research instrument consisting of a series of questions for the purpose of gathering information from respondents. The questionnaires were distributed to subjects from the Conservation, Tourism, Planning, Accounts, Procurement, and Human Resources and Administration sections of the Serengeti National Park, whereby at the end sixty six (66) questionnaires were filled and collected ready for data analysis. The reason to apply questionnaires was because this method made respondents free to air their own views to enable the researcher to get more information from respondents. The questions in the questionnaires were semi-structured.

Before distributing questionnaires a pilot study was conducted so as to pre-test them to ensure that there were no ambiguous or unnecessary questions and making the instrument able to draw the responses required to achieve the research objectives. The process of clearing doubts in the pre-test stage, ensured that the content of the questionnaire was relevant, adequate, clear in wordings, and suited to the understanding of the respondents just like Krishna (2006) suggested. This also laid ground in developing appropriate procedures for administering the questionnaire with orientation to the situation of the field (*Ibid*).

Some unclear questions were removed and replaced, while others were re-phrased in order to make them understandable to the respondents. After revision, the questionnaires were duplicated ready for use. The time for pre-testing was about 30 minutes per respondents. The questionnaires were administered by starting to explain the purpose of the study to the earmarked respondents as well as to clarify the meaning of the items that

needed clarification, just like as noted by Gay (2001) and Best & Khan (2003). The questionnaires were self-administered through drop and pick method to reduce interviewer bias. The researcher distributed 80 questionnaires to respondents where only 66 questionnaires which are 94% were returned completely filled.

### **3.6.2 Interviews**

Interview as an instrument of data collection involves verbal interaction between interviewer and interviewee in collection of data of the topic at hand. Cohen (2001), explain that an interview is regarded as an interchange of views between two or more people on a topic of mutual interest. It allows for in-depth probing while permitting the interviewer to keep the interview within the limits outlined out by the aimed of the study (Wenden, 2002).

In this study, semi-structured interviews were conducted to collect data from four (4) heads of sections (Conservation, Tourism, Planning, Accounts, Procurement, and Human Resource and Administration Sections) who are both supervisors and members of Serengeti National Park management team. This was expected to get in-depth information about the roles of supervisors regarding OPRAS implementation. This technique was used because it provided an opportunity to probe further issues that needed more information. Face-to-face interviews were used to get detailed information from the respondents about their experience, views, ideas and understanding regarding the roles of supervisors in the implementation of OPRAS in Serengeti National Park

### **3.6.3 Documentary Review**

Review of the published and unpublished documents especially those considered more relevant and pertinent to the research problem was undertaken. The sources were books, past government reports, and administrative documents such employees' personal files and subject files from Serengeti National Park registry. Borg and Gall (1989) argued that often the insights gained through the review of documents save much time in conducting the research as the review required.

### **3.7 Data Analysis Method**

There are various methods of data analysis that can be used by researchers when they are conducting the research. However, the nature of study and type of data collected are the major aspects to consider during the time of data analysis (Kothari, 2004). In this study, the researcher used qualitative data analysis because qualitative analysis of data explained phenomenon more deeply and exhaustively. Qualitative data were analysed by content analysis. This went hand in hand with quantitative data analysis of the use of Statistical Package for Social Science (SPSS) version 20 which is computer programme software to analyse data of respondents from questionnaires of the closed ended questions which were edited, coded and entered in the SPSS software.

SPSS is a large and powerful general purpose statistical package with excellent data management facilities and high quality graphics (Symonds, 2010). It was often depicted as one of the friendliest statistical packages of its type, with a good graphical user interface and plenty of built-in documentation (*Ibid*).

Editing was done so as to eliminate errors that might happened during field data collection and also to identify any inconsistencies in data collection. It was also important to edit data in order to avoid entering into the computer software wrong data since when wrong data were processed, even the end result would be wrong (Gall, Gall, & Borg, 2005). Besides coding is the process of condensing data into smaller units through creation of categories and concepts from data (Jessica, 2012). This was done by assigning numbers to the variables in order to enable them to be entered into the computer. Data entry took place when the researcher finished data editing and data coding. Once the data editing and data coding were done and quantified, the researcher entered data into the SPSS programme software. Hence, the SPSS assisted the researcher in extracting out descriptive statistics such as frequencies. Data were organised into frequency tables from which the means, percentages were calculated. Therefore, descriptive statistical techniques were used to obtain frequencies, analyse and summarize data before making inferences.

### **3.8 Validity and Reliability of Data**

Validity is the instrument capable of measuring what is supposed to measure accurately, effectively and efficiently (Omari, 2011). On the other hand Babbie (1995) described reliability as a condition in which the same results were achieved whenever the same technique was repeated to do the same study.

This was achieved through setting standards on constructing questionnaires and interview questions which related to the researcher's objectives and questions. Interviews and questionnaires were produced in conjunctions with the researcher making sure that questionnaires and interviews concentrated on the topic under the study. During the pre-data collection period before distribution of the main questionnaires, the reasons for the study was openly explained to the respondents and matters of concern were resolved satisfactorily. The procedures of the interviews and questionnaires were explained to the respondents. Respondents were guaranteed of anonymity and confidentiality. This encouraged honesty during the interviews.

The respondents freely provided information because they were guaranteed anonymity and confidentiality and that the information given will strictly be used for the study only. The researcher applied communication skills appropriately such as empathy whereby the researcher created a relationship with participants without being too much attached to them in order to generate relevant information and at the same time maintain impartiality.

The multiple methods of data collection (questionnaire, interview and documentary review) were applied under the circumstances and environment agreeable to the respondents. Thus this confirmed that the procedures and findings were reliable and valid.

### **3.9 Ethical Considerations**

According to Sullivan (2001), social science researchers are bound by ethics of research. Thus this study abided by the ethical requirement for conducting research. In this work the researcher complied with the research directives by asking permission from all the offices, officials and persons involved in this research. The participants/respondents and all other persons from the area where the research was conducted were thoroughly informed about the research and the reason for the data collection exercise. The researcher solicited information voluntarily and keeping all the data and information availed from respondents and those extracted from documentary review confidential. Furthermore all the respondents were respected and information given were protected from those persons who were thought to be unwanted in order to prevent harm or threats that may be directed to the respondent due to the information given.

## **CHAPTER FOUR**

### **PRESENTATION OF FINDINGS**

#### **4.0 Introduction**

This chapter presents the findings of the study on “the roles of supervisors in the implementation of OPRAS in public organisations” a case of Serengeti National Park. The study was guided by four research objectives which are: to examine the awareness of employees in the implementation of the OPRAS; to identify the opinions of employees on the implementation of OPRAS; to identify factors affecting the support of supervisors in the implementation of OPRAS; and to suggest possible measures to mitigate the challenges facing the support of supervisors in the implementation of OPRAS in Serengeti National Park.

It should be noted that this chapter is organised into five sections. Section one presents bio data of the respondents. Section two presents data on the awareness of employees on appraisal system. Section three presents data on employee’s opinion about the implementation of OPRAS. Section four presents data on factors that affect the support of the supervisors in the implementation of OPRAS. Section five covers the possible measures to mitigate the challenges facing the support of supervisors in implementation of the OPRAS in Serengeti National Park.

#### **4.1 Bio-data of the Respondents**

This section presents the respondents bio data in the study area. These include departments/sections, sex, age, education level and work experience.

##### **4.1.1 Departments/Sections**

The findings of the study show that 47% of the respondents were from Conservation Section, 16.7% of the respondents were from Planning Section, 12.1% of the respondents were from Accounts Section, 4.5% of the respondents were from

Procurement section. Moreover, 10.6% of the respondents were from Human Resource and Administration Section, while 9.1% of the respondents were from Tourism Section. The findings entail that Conservation Section carries large number of respondents in Serengeti National Park as shown in table 4.1.

**Table 4.1: Departments/Sections**

<b>Sections</b>	<b>Frequency</b>	<b>Percent (%)</b>
Conservation	31	47
Planning	11	16.7
Accounts	8	12.1
Procurement	3	4.5
Human Resource & Administration	7	10.6
Tourism	6	9.1
<b>Total</b>	<b>66</b>	<b>100</b>

Source: Field data (2016)

#### **4.1.2 Sex of Respondents**

Table 4 below shows that majority of the respondents (92.4%) were male while only 7.6% of the respondents were female. This means that there is a wide disparity between male and female employees in Serengeti National Park. This disparity is due to the nature of work which is a paramilitary type of activities of the protection of the national park resources whereby it involves patrol and field camping in the vast areas of Serengeti National Park. The paramount reason of including this variable is to get different responses from both male and female.

**Table 4.2: Sex of Respondents**

Sex	Frequency	Percent (%)
Female	5	7.6
Male	61	92.4
<b>Total</b>	<b>66</b>	<b>100</b>

Source: Field data (2016)

#### 4.1.3 Age of Respondents

The findings of the study indicate that Serengeti National Park is composed of employees with different age groups. The descriptive statistics from table 5 below show that 15.2 % of the respondents were aged between 20-29 years and 34.8% of the respondents were aged between 30-39 years. Similarly, 33.3% of the respondents were aged between 40-49 years, while 16.7 % of the respondents were aged between 50-59 years. This implies that most of the respondents were in mid-life, meaning they are at their prime age; they had ample knowledge on the subject matter.

**Table 4.3: Age of Respondents**

Age (in years)	Frequency	Percent (%)
20-29	10	15.2
30-39	23	34.8
40-49	22	33.3
50-59	11	16.7
<b>Total</b>	<b>66</b>	<b>100</b>

Source: Field Data (2016)

#### 4.1.4 Level of Education

The data from semi-structured questionnaire indicate that 10.6% of the respondents have primary level of education; 51.5% of the respondents have attained Secondary level of education; and 21.2% of the respondents had attained Diploma level of education.

Similarly, 13.6% of the respondents were Bachelor’s degree holders and 3% of the respondents had Masters’ degree as shown in table 6 below. This implies that majority of the respondents (Master’s degree holders, Bachelor’s degree holders, Diploma holders, and Secondary certificate holders) were well conversant with OPRAS particularly on the roles of supervisors in the implementation of OPRAS in Serengeti National Park. Therefore, they provided accurate and relevant information needed for the study.

**Table 4.4: Level of Education of the Respondents**

<b>Education</b>	<b>Frequency</b>	<b>Percent (%)</b>
Primary	7	10.6
Secondary	34	51.5
Diploma	14	21.2
Bachelor	9	13.6
Masters	2	3
<b>Total</b>	<b>66</b>	<b>100</b>

Source: Field Data (2016)

#### **4.1.5 Years of Experience**

Table 7 below, shows that 12.1% of the respondents have worked in Serengeti National Park for less than 5 years period; 34.8% of the respondents have worked in Serengeti National Park for 5-10 years; 10.6% of the respondents have worked for 11-15 years; 15.2% of the respondents have worked in Serengeti National Park for 16-20 years; while 27.3% of the respondents have worked in Serengeti National Park for over 20 years. This implies that the majority of respondents were well conversant with the issues of implementation of OPRAS in Serengeti National Park because they have experience with the organisation implementation of OPRAS due to the frequent contact with their supervisors therefore they gave the correct and accurate information the researcher needed for the study.

**Table 4.5: Years of Experience**

<b>Years</b>	<b>Frequency</b>	<b>Percent (%)</b>
Below 5 years	8	12.1
5-10 years	23	34.8
11-15 years	7	10.6
16-20 years	10	15.2
Above 20 years	18	27.3
<b>Total</b>	<b>66</b>	<b>100</b>

Source: Field data (2016)

#### **4.2 Employees Awareness on the Implementation of OPRAS**

The first research objective sought to examine employees' awareness on the implementation of the OPRAS in Serengeti National Park. The researcher used questionnaire, interview and documentary review to gather relevant information concerning the mentioned objective. It should be noted that this objective is organised into two subsections. : Subsection one covers the employees' awareness on OPRAS and subsection two presents the practice of OPRAS in Serengeti National Park.

##### **4.2.1 Employees' Awareness on OPRAS**

In this subsection, the researcher was interested to determine the awareness of employees concerning OPRAS, whereby the researcher wanted to assess whether Serengeti National Park's employees understand the meaning of OPRAS; where did they hear it (OPRAS); and if they (employees) are aware with the reasons for the introduction of OPRAS in public organisations as presented below.

The findings of the study from questionnaires show that majority of the respondents (89.4%) understood the meaning of the term OPRAS, while only 10.6% of the respondents were not aware about the meaning of the term OPRAS as shown in table 8 below. Similarly the findings from interviews reveal that employees are aware with the

term OPRAS. For example, during interview one of the interviewees remarked that “*OPRAS is an open performance review which measures employees’ performance in public sector organisation.*” This implies that the awareness of OPRAS as an open performance review is sufficient understood by employees of Serengeti National Park.

**Table 4.6: Meaning of OPRAS**

<b>Response</b>	<b>Frequency</b>	<b>Percent (%)</b>
Yes	59	89.4
No	7	10.6
<b>Total</b>	<b>66</b>	<b>100</b>

Source: Field data (2016)

Also the researcher went further by asking the respondents to indicate the place where they heard about OPRAS for the first time. In this, the respondents were required to put a tick on areas mentioned by researcher in the questionnaires which include: seminars/workshop, current work station, previous work station or in other places as shown in Table 9 below.

**Table 4.7: The First Time Where the Employee heard about OPRAS**

<b>Response</b>	<b>Frequency</b>	<b>Percent (%)</b>
In the seminar	6	9.1
In current work station	46	69.7
In previous work station	10	15.2
In other places	4	6.1
<b>Total</b>	<b>66</b>	<b>100</b>

Source: Field Data (2016)

The findings of the study show that majority of the respondents (69.2%) indicated that they have heard about OPRAS in their current work station; 15.2% of the respondents have heard about OPRAS in their previous work stations; 9.1% of the respondents indicated that they have heard about OPRAS in the seminar/workshop and others 6.1%

of the respondents indicated that they have heard about OPRAS for the first time in other places. This implies that majority of the respondents are aware about OPRAS.

Furthermore the researcher wanted to know if the respondents understood the reasons for the introduction of OPRAS in public organisations. The researcher asked the respondents “what are the reasons for introducing OPRAS in Public Organisations?” In this, the respondents were required to tick (√) on basis of reasons for the introduction of OPRAS as shown in table 10 below.

The statistical data reveal that majority of the respondents (72.7%) indicated that OPRAS was introduced due to Public Service Reform Programme; 13.6% of the respondents indicated that OPRAS was introduced due to Government Policy; 12.1% of respondents indicated that OPRAS was introduced due to failure of traditional appraisal system; while, 1.5% of the respondents indicated that they do not know why OPRAS was introduced in public organisations. This implies that majority of employees understand that OPRAS was introduced in the Public organisation as a result of various reforms undertaken in the Public Service Reform Programme.

**Table 4.8: Reasons for OPRAS Introduction**

<b>Response</b>	<b>Frequency</b>	<b>Percent (%)</b>
Government Policy	9	13.6
Failure of traditional appraisal system	8	12.1
Public Service Reform Programme	48	72.7
I do not know	1	1.5
<b>Total</b>	<b>66</b>	<b>100</b>

Source: Field Data (2016)

#### **4.2.2 The Practice of OPRAS**

In this second subsection of the first research objective, the researcher was interested to know the practice of OPRAS in Serengeti National Park. This include the filling of OPRAS forms, the frequency of filling the forms, the frequency of communication

between supervisor and supervisee and the usage of OPRAS forms in Serengeti National Park. It should be noted that the researcher used questionnaire, interview and documentary review to gather the relevant information concerning this subsection.

The findings of the study reveal that majority of the respondents (92.4%) have filled OPRAS forms since they were employed by Serengeti National Park; while only 7.6% of the respondents have not filled OPRAS forms since they were employed by Serengeti National Park as shown in Table 11 below. This implies that the employees in Serengeti National Park are filling the OPRAS forms.

Besides, the researcher used documentary review to twenty six employees' personal files and one subject file containing OPRAS reports to solicit more information about the employees filing of OPRAS forms and the use of OPRAS information by the Serengeti National Park Management. The findings of the study revealed that all the twenty six employees' personal files contained filled OPRAS form for three consecutive year period. Again the exercise of documentary review of the employees personal files revealed that twenty five personal files in year 2014/15 contained completed OPRAS forms. However, in 2014/15 all the twenty six files have no mid-year ORPAS review. This implies that Serengeti National Park employees fill OPRAS forms mostly twice a year that are during the beginning of the year in the setting of objectives and at the end of the year during the annual performance evaluation period.

Also the findings of the study from the OPRAS Report File revealed that there was neither a general nor a summary of OPRAS report of all employees of Serengeti National Park. What it contained in the file is only report on number of employees for confirmation of employment and those proposed for promotion. This implies that the usage of OPRAS by Serengeti National Park management is for promotion and confirmation of employment only.

**Table 4.9: Filling of OPRAS Forms**

<b>Response</b>	<b>Frequency</b>	<b>Percent (%)</b>
Yes	61	92.4
No	5	7.6
<b>Total</b>	<b>66</b>	<b>100</b>

Source: Field Data (2016)

Also, the researcher went further by asking the respondents to indicate on “how many times they are filling the OPRAS forms”. Table 12 below indicates that 25.8% of the respondents fill OPRAS forms once a year; 68.2% of the respondents indicated that they fill OPRAS forms twice a year; 1.5% of the respondents indicated that they fill OPRAS forms three times a year; while 4.5% of the respondents indicated they fill OPRAS form not every year. This implies that OPRAS is practiced in Serengeti National Park as majority of employees fill OPRAS form every year.

**Table 4.10: Times of Filling OPRAS Forms**

<b>Response</b>	<b>Frequency</b>	<b>Percent (%)</b>
Once a year	17	25.8
Twice a year	45	68.2
Three times a year	1	1.5
Not every year	3	4.5
<b>Total</b>	<b>66</b>	<b>100</b>

Source: Field Data (2016)

Moreover in the process of examining the practice of OPRAS in Serengeti National Park, the respondents were asked about the frequency of communication between supervisors and supervisees. This aimed to determine if there is the presence of continuous communication between supervisors and supervisee on issue related to the implementation of OPRAS in Serengeti National Park. The statistical data show that majority of the respondents (80.3%) are communicating with their supervisors only once a year; 12.1% of the respondents said that they communicate with their supervisors

twice a year; 7.6% of the respondents do not communicate with their supervisors; and while, there is no any respondent who said that he/she is continuously communicating with his/her supervisor yearly. This implies that there is lack of continuous communication between supervisors and supervisees on the OPRAS implementation in Serengeti National Park.

**Table 4.11: Communication between Supervisor and Supervisee**

<b>Response</b>	<b>Frequency</b>	<b>Percent (%)</b>
Once a year	53	80.3
Twice a year	8	12.1
Continuously	0	0
Not at all	5	7.6
<b>Total</b>	<b>66</b>	<b>100</b>

Source: Field Data (2016)

Again, in examining the practice of OPRAS in Serengeti National Park the respondents were asked about the usage of OPRAS. The results are shown in Table14 below.

**Table 4.12: Usage of OPRAS**

<b>Response</b>	<b>Frequency</b>	<b>Percent (%)</b>
For measuring performance	47	71.2
For setting objectives	6	9.1
For promotions	6	9.1
For discipline	1	1.5
None of the above	6	9.1
<b>Total</b>	<b>66</b>	<b>100</b>

Source: Field Data (2016)

The findings of the study show that 71.2% of the respondents indicated that OPRAS is used for measuring performance of employees; 9.1% of the respondents indicated that OPRAS is used for setting objectives; 9.1% of the respondents revealed that OPRAS is used for promotions; 1.5% of the respondents exposed that OPRAS is used for discipline, and 9.1% of the respondents said OPRAS is used for nothing in Serengeti

National Park as shown in table 14 below. The findings implies that majority of employees agreed that OPRAS is used for measuring performance.

### 4.3 Employees Opinion on the Implementation of OPRAS

The second research objective aimed to solicit employees’ opinion on the implementation of the OPRAS in Serengeti National Park. The researcher used questionnaire and interview to gather relevant information concerning the objective. The findings of this objective are organised into three subsections namely: the general opinions of employees on the implementation of OPRAS; employees’ opinion about the use of performance appraisal evaluation feedback in making important human resource management decisions; and employees opinion about if there is performance improvement through the use of OPRAS in Serengeti National Park.

#### 4.3.1 General opinions of employees regarding the implementation of OPRAS

This subsection of the second research objective sought to solicit information about the status of the implementation of OPRAS in Serengeti National Park. The findings of the study are indicated in table 15 below.

**Table 4.13: Opinion on OPRAS Implementation**

<b>Response</b>	<b>Frequency</b>	<b>Percent (%)</b>
Excellent	1	1.5
Very Good	9	13.6
Good	34	51.5
Fair	17	25.8
Poor	5	7.6
<b>Total</b>	<b>66</b>	<b>100</b>

Source: Field Data (2016)

The findings of the study shows that 1.5% of the respondents pointed out that OPRAS implementation was excellent; 16.7% of the respondents have the opinion that OPRAS implementation was very good; 43.9% of the respondents indicated that OPRAS

implementation was good; 30.3 of the respondents indicated that OPRAS implementation was fair; while 7.6% of respondents said that OPRAS implementation was poor in Serengeti National Park.

Furthermore, the findings from all of the four interviewees reveal that the status of OPRAS implementation at Serengeti National Park implements OPRAS at average rate. For example one interviewee remarked that *“the status of OPRAS implementation can be rated average because Serengeti National Park has not yet realized the intended goal required for adoption of OPRAS in the public institutions.”* He went further to say that *“it is most difficult to effectively implement OPRAS just like in other public institutions like the Local Government.”* This implies that the status of the implementation of OPRAS is good or average and that it is neither excellent nor worse.

#### **4.3.2 The use of Performance evaluation feedback**

The aspect of performance evaluation feedback was employed in the second subsection of the second research objective to solicit information on whether OPRAS evaluation feedback is used to make important human resources management decisions such as promotions, transfers, training and demotions of employees in Serengeti National Park or not. The findings of the study show that 53% of the respondents agreed that Serengeti National Park use performance appraisal evaluation feedback to make important human resource decisions. While 47% of the respondents did not agree that Serengeti National Park use performance appraisal evaluation feedback to make important human resource decisions as indicated in table 16 below.

**Table 4.14: Performance Appraisal Evaluation Feedback**

<b>Response</b>	<b>Frequency</b>	<b>Percent (%)</b>
Yes	35	53
No	31	47
<b>Total</b>	<b>66</b>	<b>100</b>

Source: Field Data (2016)

Correspondingly, all four respondents who were interviewed concur with the opinion that Serengeti National Park uses of performance appraisal evaluation feedback to make some important human resource decisions. Three interviewees out of four said that performance appraisal evaluation feedback is used for as bases for employees’ promotion and confirmation of employment. For example they emphasised that *“performance appraisal feedback has no any other use except when there are employees who are due for promotion or confirmation of employment.”* This implies that performance appraisal evaluation feedback is used to make little important human resource decision in Serengeti National Park.

#### **4.3.3 Performance improvement through OPRAS**

The last subsection of the second research objective intended to seek opinion from respondents on whether OPRAS improve employees’ performance in Serengeti National Park or not. The findings of the study from table 17 below show that 54.5% of the respondents agreed that OPRAS improved performance of the employees in Serengeti National Park, while 45.5% of the respondents disagreed that OPRAS improved performance of the employees in Serengeti National Park.

**Table 4.15: Performance Improvement through OPRAS**

<b>Response</b>	<b>Frequency</b>	<b>Percent (%)</b>
Yes	36	54.5
No	30	45.5
<b>Total</b>	<b>66</b>	<b>100</b>

Source: Field Data (2016)

Respectively, one respondent during interview said that; *“OPRAS helped to identify deficits within public organisation employees including Serengeti National Park. This helped to make some adjustments on the deficits.”* He went further to say that; *“OPRAS has helped to make employees work hard and add more effort to their day to day role in work activities includes OPRAS assisting to provide the room to see whether the goals and objective set by Serengeti National Park to individuals were met.”*

However on the other hand, one interviewee said that; “*OPRAS have not brought any impact to employees’ performance improvement as management does not provide feedback to employees on the performance measured. OPRAS is just a yearly routine activity which does not add any value to employees’ performance.*” This implies that there is different opinion about OPRAS improvement of employees’ performance in Serengeti National Park.

#### **4.4 Factors Affecting Support of Supervisor in the implementation of OPRAS**

This third research objective aimed at identifying factors affecting the support of supervisors in the implementation of OPRAS in Serengeti National Park. The researcher used questionnaire and interview to gather relevant information concerning the objective.

It should be noted that before identifying factors affecting support of supervisors in the implementation of OPRAS, the researcher started by asking respondents “whether they receive sufficient support from their supervisors in the implementation of OPRAS or not”. In fulfilling this question the respondents were required to tick on “*YES*’ or ‘*NO*’. The results are presented in table 18 below. The findings of the study show that 31.8% of the respondents agreed that they receive sufficient support from supervisors in the implementation of OPRAS, while majority of the respondents (68.2%) disagreed that they receive sufficient support from supervisors in the process of implementation of OPRAS in Serengeti National Park.

**Table 4.16: Sufficient Support from Supervisors in OPRAS implementation**

<b>Response</b>	<b>Frequency</b>	<b>Percent (%)</b>
Yes	21	31.8
No	45	68.2
<b>Total</b>	<b>66</b>	<b>100</b>

Source: Field Data (2016)

Similarly, the findings from interviews show that there is no enough supervisors support in the implementation of OPRAS at Serengeti National Park, whereby two of the interviewees reveal that *“there are many challenges facing supervisors in the implementation of OPRAS”*. The findings from questionnaire and interview are similar which imply that there is no sufficient support from supervisors in the implementation of OPRAS in Serengeti National Park.

After determining whether there is sufficient support of supervisors, the researcher was interested to know factors that affect the support of supervisors in implementation of OPRAS. The researcher used questionnaire and interview whereby the respondents were required to list down main factors which affect the support of supervisors in the implementation of OPRAS. The results are provided in table 19 below.

**Table 4.17: Factors affecting the support of supervisor in OPRAS implementation**

<b>Response</b>	<b>Number of Respondents</b>	<b>Frequency</b>	<b>Percent (%)</b>
Lack of clear understanding of the OPRAS process	45	44	97.8
Difficulties encountered in the setting of objectives/goals	45	21	46.7
Lack of commitment of both supervisors and supervisees	45	30	66.7
Insufficient use of the OPRAS to make human resource management decisions	45	7	15.6

Source: Field Data (2016)

The findings from the study indicated that out of the 45 respondents who showed that there is insufficient support of supervisors in the implementation of OPRAS, 97.8% of the respondents listed “the lack of clear understanding of the OPRAS process” as the factor that affect the support of supervisors in the implementation of OPRAS; 46.7% of the respondents listed “the difficulties encountered in the setting of objectives/goals” as a factor that affect the support of supervisors in the implementation of OPRAS; 66.7% of the respondents listed “the lack of commitment of both supervisors and supervisees”

as a factor that affect the support of supervisors in the implementation of OPRAS; while 15.6 listed the insufficient use of the OPRAS to make human resource management decisions” as a factor that affect the support of supervisors in the implementation of OPRAS in Serengeti National Park.

Furthermore the findings from interview show that all of the four interviews indicated the issue of training and the setting of performance objectives as a problem that affect the support of supervisors in the implementation of OPRAS. For instance, two of the interviewees said that; *“both superiors and their supervisees do not have a clear understanding of the OPRAS process which as a results lead to jotting down of unrealistic objectives in the OPRAS forms.”* Another example is whereby one of the respondents said that; *the issue of provision of appropriate budget for the agreed objectives is another area which needs intervention in order for supervisors to successful support the implementation of OPRAS.”* Again one of the interviewee said that; *“the issue of employees commitment to the process of OPRAS is another factor”* whereby further said that; *most of employees are reluctant to filling OPRAS form and they fill the forms when pressured by their supervisors.”*

Therefore the findings from both questionnaire and interview implies that the main factors affecting the support of supervisors in the implementation of OPRAS in Serengeti Nation Park are employees lack of understanding the OPRAS process, problem in setting of performance objectives and lack of employees commitment to the process of OPRAS.

#### **4.5 Possible measures to mitigate the challenges that face supervisors support in the implementation of OPRAS**

The last objective sought to suggest the possible measures to mitigate the challenges of the insufficient of supervisors support in the implementation of OPRAS in Serengeti National Park. The researcher used questionnaire and interview to gather relevant information concerning the objective. The objective was guided by the question which

asked “what are the possible measures to mitigate the challenges that face the supervisor’s support in the implementation of OPRAS?” The possible measures to mitigate the challenges include:

#### 4.5.1 Provision of OPRAS training

The issues relating to OPRAS training such as seminars and workshops was recommended by the respondents as a possible measure to mitigate the challenges of the insufficient support by supervisors in the implementation of OPRAS. The findings of the study indicate that majority of the respondents (89.4%) mentioned the issue relating to training as a measure required improving supervisors support in the implementation of OPRAS, while 10.6% of the respondents did not mention anything relating to training as shown in table 20 below.

**Table 4.18: Need for training**

<b>Response</b>	<b>Frequency</b>	<b>Percent (%)</b>
Suggested	59	89.4
Not Suggested	7	10.6
<b>Total</b>	<b>66</b>	<b>100</b>

Source: Field Data (2016)

Similarly, the findings from all the four interviewees endorsed that provision of training such as yearly OPRAS seminars to supervisors may help mitigate the challenges of the insufficient support of supervisors in the implementation of OPRAS. For example one of the interviewees suggested that; *“heads of sections (supervisors) should undergo intensive OPRAS training for the purpose of understanding the way of linking organisation objectives and individual employees job description in setting appropriate employees performance objectives and performance indicators.”* This implies that provision of training is a possible measure to mitigate the challenges of the insufficient supervisors support in the implementation of OPRAS.

#### 4.5.2 Constant communication with supervisor

The findings from the study show that majority of the respondents (81.8%) mentioned the issues relating to communication as a measure to improve supervisors support in the implementation of OPRAS in Serengeti National Park, while 18.2% of the respondents did not mentioned any issue relating to communication with supervisor as shown in table 21 below. The issues mentioned by respondents in their questionnaire regarding the continuous communication with supervisors includes employees participation in setting objectives, face to face discussion with supervisors, monitoring and coaching supervisees.

**Table 4.19: constant communication with supervisor**

<b>Response</b>	<b>Frequency</b>	<b>Percent (%)</b>
Suggested	54	81.8
Not Suggested	12	18.2
<b>Total</b>	<b>66</b>	<b>100</b>

Source: Field Data (2016)

Similarly, three respondents who were interviewed mentioned the issue relating to frequency of communication between supervisors and supervisees as a measure to mitigate the challenges of supervisor support in the implementation of OPRAS. For example one interviewee recommended that; *“management should put more emphasised for supervisors to conduct frequent OPRAS meetings with their supervisee in order to provide coaching and correct the first hand anomalies encountered in the performance appraisal process.”* The interviewee went further recommending that; *“there should be a constant face to face contact between supervisors and supervisees throughout the performance appraisal process of setting objective, implementation, monitoring and annual evaluation feedback.”* The findings from questionnaire and interview indicate that the issue of a constant communication between supervisors and supervisees is the best solution to the problem of the insufficient support of supervisors in the implementation of OPRAS in Serengeti National Park.

### 4.5.3 Providing Performance evaluation feedback

Table 22 below reveals that 59.1% of the respondents mentioned the issue relating to the dissemination of employees performance feedback for their supervisors as measure to improve supervisors support in the implementation of OPRAS in Serengeti National Park, while 40.9 % of the respondent did not mention anything relating to performance evaluation feedback. The issues mentioned in the questionnaires include performance evaluation feedback, promotion and linkage of reward to the performance feedback.

**Table 4.20 Performance Evaluation Feedback**

<b>Response</b>	<b>Frequency</b>	<b>Percent (%)</b>
Suggested	39	59.1
Not Suggested	27	40.9
<b>Total</b>	<b>66</b>	<b>100</b>
<b>Source: Field Data (2016)</b>		

Source: Field Data (2016)

Similarly, three of the respondents out of four who were interviewed advised that performance evaluation feedback should be conducted in order to inform employees the status of their work performance. They suggested for example that employees in the performance evaluation feedback should be linked to employees' rewards and improvement such as training. Furthermore they suggested that Serengeti National Park management should make follow up actions on all difficulties facing employees on departmental level which hinders the effectiveness of OPRAS implementation.

### 4.5.4 Computerisation of the performance appraisal system

The findings of the study show that 34.8% of respondents listed the computerisation of the performance appraisal system as a solution to mitigate the challenges facing supervisors in the implementation of OPRAS. One of the respondents in questionnaire mentioned that *“the support of supervisors can only be improved if the OPRAS system is*

*computerised to allow the easy process of information rather than the use of paper work which consume time.”*

**Table 4.21: Computerisation of the OPRAS system**

<b>Response</b>	<b>Frequency</b>	<b>Percent (%)</b>
Suggested	23	34.8
Not Suggested	43	65.2
<b>Total</b>	<b>66</b>	100

Source: Field Data (2016)

Likewise three interviewees out of the four suggested that Serengeti National Park’s Management should install performance appraisal web-based in its “Aruti Human Resource Software package” which is used to manage salary and storage of human resource data. For example, one of the interviewees said that:

*“The support of supervisors can only be improved if OPRAS is electronically employed like the way is practiced in the Tanzania Revenue Authority where they use performance appraisal system of electronic Balanced Scorecard. Electronic appraisal system helps supervisors in the easy generation of performance appraisal reports and for quick evaluation feedback and action on appraisal reports.”*

Therefore, this chapter has presented the findings of the study by highlighting the profile of the respondents and the findings for the four specific objective of the study which are to: examine the awareness of employees in the implementation of OPRAS; solicit opinions of employees on the implementation of OPRAS; identify factors affecting the support of the supervisors in the implementation of OPRAS; and suggest the possible measures to mitigate the challenges that are facing support of supervisors in the implementation of OPRAS in Serengeti National Park.

## **CHAPTER FIVE**

### **DISCUSSION OF FINDINGS**

#### **5.0 Introduction**

This chapter covers the discussion of the findings of the data presented in chapter four regarding four explicit research objectives. These include: to examine the awareness of employees on the implementation of OPRAS; to identify the opinions of employees on the implementation of OPRAS; to identify factors affecting the support of supervisors in the implementation of OPRAS; and to suggest possible measure to mitigate the challenges facing the support of supervisors in the implementation of OPRAS in Serengeti National Park.

#### **5.1 Employees Awareness on the Implementation of OPRAS**

This objective sought to examine the employees' awareness on the implementation of OPRAS at Serengeti National Park. The discussion of the findings of this objective is organised into two subsections. Subsection one covers the discussion of the employees' awareness on OPRAS and subsections two presents the discussion on the practice of OPRAS. One should note that the researcher used questionnaire, interview and documentary review to gather the relevant information concerning the aforementioned research objective.

##### **5.1.1 Employees' Awareness on OPRAS**

The findings of the study from both questionnaires and interviews reveal that majority of employees in Serengeti National Park understand the concept "OPRAS." For example, during interviews one of the interviewees remarked that "*OPRAS is an open performance review which measures employees' performance in public sector organisation.*" Besides, they (employees) first heard about OPRAS in their present work station; and that OPRAS was introduced as part of the public service reform programme. For instance, 87.4% of the respondents understand the meaning of OPRAS, and 69.7%

of the respondents heard about OPRAS for the first time in their workplace. This means that Serengeti National Park has made initiative of informing employees about OPRAS in order to have a positive contribution in its implementation.

This observation is in agreement with scholars like Faisal (2011), Fletcher (2008), Sillup (2010) and Murphy & Cleveland (1995) where for example Murphy & Cleveland emphasised that if supervisors play their role in the performance appraisal system effectively the employees will understand the performance appraisal process in the workplace. That is for effective institutionalization of a new human resource management tool the employees must first understand the system and get all the required information from supervisors and management as a whole in order for it to be effectively implemented (*Ibid*).

### **5.1.2 The Practice of OPRAS**

The second subsection of the discussion is centered on the practice of OPRAS at Serengeti National Park. In this study, the practice of OPRAS include the activities of filling of OPRAS forms, frequency of communication between supervisors and supervisees, and the use of OPRAS forms in making human resource management decisions. This is because the practice of OPRAS determines the practical awareness of employees on the implementation of OPRAS.

The findings of the study reveal that OPRAS is practiced at Serengeti National Park. This is to say employees are filling OPRAS forms. However there is minimal awareness on the appropriate principles of the practice of OPRAS in order for it to be effectively implemented.

For example, the finding of the study from questionnaires shows that majority of the respondents (68.2%) fill OPRAS forms only twice a year that is during the beginning of the year (July) and at the end of the year (June). While, only 1.5% of the respondents indicated that they fill OPRAS forms three times a year which means during the beginning of the year (July), mid-year review (December) and at the end of the year

(June). Furthermore, the findings from documentary review of twenty six employees' files concerning OPRAS in year 2014/15 revealed the absence of "Section Three of OPRAS Forms" which is concerning with Mid-Year Review which means they have not been filled during the month of December. The OPRAS forms indicated that they have only filled twice, in July, 2014 and June 2015.

This implies that there is improper practice of OPRAS in Serengeti National Park as majority of employees are not aware on the practice of OPRAS because the exercise of filling OPRAS forms is not well adhered to as directed by the URT Guidelines on OPRAS of 2011. This inconsistency way of filling OPRAS forms is a result of many contributed factors, and one among them is the inefficient supervisory roles of supervisors in the implementation of OPRAS. One should note that OPRAS guideline of 2011 states that, 'the roles of supervisor are to carry out at least one mid-year review with all subordinates.' According to the guidelines, the process of filling OPRAS forms constitutes three stages. First stage is the setting of performance objectives and signing the performance agreement. Second stage is conducting of midyear performance review. Third stage is the annual performance review and appraisal.

The mid-year review is very important as the signing of performance agreement and annual performance review and appraisal. In this period the supervisors are required to play most of their roles for the effective implementation of OPRAS. This is where the supervisors get the opportunity to sit down to coach and counsel subordinates. Also is a chance where actions are taken to rectify some of the agreed objectives to be in line with the availability of resources and other predictable events.

The fact that lack of awareness of appropriate OPRAS practice affects the implementation of OPRAS is also evidenced by Stronge (2003) who stated that performance appraisal system implementation is about documenting the quality of employees' performance in each phase in a year and helping them to improve and holding them accountable for their work performance.

Therefore the lack of awareness of the process of filling OPRAS forms three times a year affects the implementation of OPRAS.

Again, when there is lack of employees' awareness on the implementation of OPRAS the exercise of appraisal process is done as just a routine as mentioned by one of the respondent during the interview, hence the implementation of OPRAS become ineffective. It should be noted that when both supervisors and supervisees become aware of the importance of the performance appraisal system, the implementation of OPRAS become effective. This is in agreement with Sillup (2010) argument that to increase employees' awareness about performance appraisal is intended to operationalize the effective implementation of performance appraisal system in an organisation.

Furthermore, the aspect of communication between supervisors and supervisee was also presented because it is paramount to impart employees' awareness for effective implementation of OPRAS. It has been discovered that there is no effective communication between supervisors and supervisees when it comes to OPRAS implementation. For instance, it is noted that 80.3% of the respondents communicate with their supervisors only once a year. Also to add fuel to the fire, none of the respondents indicated that there is a continuous communication between supervisors and supervisees during the appraisal process. One should note that effective communication between employees and their supervisors is very important to the effective implementation of OPRAS. Likewise, Aswathapa (2005) emphasised that a lot of commitment from the supervisors and supervisee is needed from the beginning to the end of the performance appraisal process, and which can only be achieved through a continuous communication between supervisors and their supervisees. Lack of continuous communication between supervisors and supervisees prevents the continuous coaching of employees by supervisors on appraisal process; as a result it hampers the implementation of OPRAS.

Lastly the researcher was interested to know the usage of OPRAS forms as another aspect of the practice of OPRAS. The study findings from questionnaires revealed that majority (71.2%) of the respondents agreed that OPRAS is used to measure employees performance. These findings concur with Nigare (2004) argument that the use of OPRAS enables to measure accurately the performance of employees and use it objectively to optimise them as vital resources for organisation competitive advantage. Therefore Serengeti National Park and other public organisation should strive to continue using OPRAS for measuring their employees' performance.

Basing on the study findings above, it is clearly that at Serengeti National Park the employees understand the meaning of OPRAS, nevertheless there is a minimal awareness on practice of OPRASS. Therefore supervisors should not only play the roles of imparting the theoretical part of awareness to the employees but also they should impart the practical awareness on the implementation of OPRAS in order for it to attain its intended goals.

## **5.2 Opinions of Employees on the Implementation of OPRAS**

The second research objective aimed to solicit employees' opinion on the implementation of the OPRAS in Serengeti National Park. The researcher used questionnaire and interview to gather relevant information concerning the objective. One should note that the discussion of this objective is divided into three subparts which includes the general opinions of employees on status of OPRAS implementation, the application of performance feedback and performance improvement through OPRAS in Serengeti National Park.

### **5.2.1 The general opinions of employees on status of OPRAS implementation**

The general opinion of employees on the status of OPRAS implementation at Serengeti National Park was good. For instance, the findings from questionnaires show that; 51.5% of response was good, 25.8% of response was fair, 13.6% of response was very good, and 1.5% of response was excellent.

Furthermore, the findings from interviews show that status of OPRAS implementation at Serengeti National Park was at “average rate.” Besides, during interviews one of the interviewees stated that: *the status of OPRAS implementation in Serengeti can be rated average.* While the other interviewee said that *“it is most difficult to effectively implement OPRAS just like in other public institutions like the Local Government.”*

This implies that the general opinion of employees on the status of implementation of OPRAS is average. Therefore implementation of OPRAS has not reached its highest peak, and which the reason may be the existence of some elements of challenges preventing the performance of OPRAS to reach its highest level. These challenges need immediate intervention for OPRAS to be excellent implemented. Mwanaamani (2013) argued that public sector managers and supervisors need to put more efforts to improve OPRAS performance so as employees to have excellent perception on the system implementation.

### **5.2.2 Usage of Performance Evaluation Feedback**

In this subpart the researcher was interested to know if there is usage of performance evaluation feedback in making important Human resource management (HRM) decisions such as promotions, training, demotions, and rewards. The findings of the study from questionnaires show that 53% of the respondents agreed that performance evaluation feedback is used to make important HRM decisions; while 47% of the respondents did not agree that performance evaluation feedback is used to make important HRM decisions. Besides, the findings of the study from both documentary review and interviews reveal that performance evaluation feedback is used to make only two HRM decisions which are promotions and confirmation of employment. This practice is contrary to the guidelines of OPRAS which insist that employees’ performance appraisal should be used for making all important human resource decisions regarding employees in an organisation. For instance, in its preface the Guideline on OPRAS (2011) provides that OPRAS is a source for employees’ rewards, sanctions and development measures.

Therefore it is a researcher's view that results from performance appraisal evaluations should apply to all intended aspects of human resource management decision making in organisation such as employees performance improvement like development of employees and training program which will reciprocate back to improvement of the roles of supervisors in the implementation of OPRAS.

### **5.2.3 Performance Improvement through OPRAS**

The last subsection of the second objective aimed to solicit opinion on whether OPRAS improves employees' performance or not. The study findings from both questionnaires and interviews show different opinions of employees about whether OPRAS improve employees' performance or not. For example, the findings from questionnaires indicated that 54.5% of the respondents agreed that OPRAS improve work performance of employees, while 45.5% disagreed. Similarly, one of the interviewees out of four said that: *"OPRAS helped to identify deficits within public organisation including Serengeti National Park which in turn helped to make some adjustments on the deficits."* On the other hand one interviewee remarked that: *"OPRAS has not brought any impact to performance improvement as management does not provide feedback to employees on the performance measured."*

This implies that OPRAS has not brought much performance improvement to the employees as intended. OPRAS can bring performance improvement through various ways. For instance OPRAS can bring performance improvement of employees through its processes such as by: stating clearly what objective is expected to be achieved and measured; outline the process of assessment and documentation of the progress of work implementation by keeping in mind the agreed objective; providing a formal procedure of interaction between supervisors and subordinates in the course of implementation of agreed objectives; and provides the mechanism for annual performance evaluation of not only on the objective achievement, but also evaluation on the competencies employed in achieving the performance objective.

By competencies it means the “how”, while by objective it means the “what” part which is supposed to be achieved in the course of employees’ engagement with organisations.

The minimal use of OPRAS for improving performance is contrary to the Guideline on OPRAS of 2011 which states that the introduction and institutionalisation of OPRAS is a procedure designed to be used to realize performance improvement of employees with aim of achieving organisation goals. Kondrasuk (2011) emphasise that the aim of performance appraisal from supervisors’ perspective is for improving employees work performance and making administrative decisions about employees.

Therefore in order to successful implement OPRAS; managers in public organisations should reassess their roles in realizing performance improvement through OPRAS in achieving the intended objective of the introduction of OPRAS. In this way employees together with their supervisors will change their opinion towards the positive view of performance improvement through OPRAS.

### **5.3 Factors Affecting the Support of Supervisors in OPRAS Implementation**

The third objective intended to identify factors affecting the support of supervisors in the implementation of OPRAS in Serengeti National Park. The researcher employed questionnaires and interviews to gather relevant information concerning the objective. The discussion of the findings of this objective is organised into two subsections. The first subsection covers the discussion on whether employees receive sufficient support from their supervisors or not. While the second subsection presents the discussion on the main factors affecting the support of supervisors in OPRAS implementation.

#### **5.3.1 Sufficient Support of Supervisors in OPRAS Implementation**

In this subsection, the researcher aimed to determine whether employees receive sufficient support from their supervisors on the implementation of OPRAS or not. The findings from questionnaires show that there is insufficient support of supervisors in the implementation of OPRAS. For instance, only 31.8% of the respondents said they received sufficient support from their supervisors, while the majority (68.2%) of the

respondents indicated that they do not receive sufficient support from their supervisors in the implementation of OPRAS.

This implies that there are problems on the support of supervisors in the implementation of OPRAS in public organisations. The insufficient support by supervisors can best be explained the Lewin's Force-Field Model of Change. The model demonstrates that usually organisations experience forces for change and forces against change when it is in the process of institutionalisation of a new system (Mullins, 2010). In this case OPRAS is the new system whereby there are forces for supervisors support for OPRAS, while there are forces for restraining the supervisor's support for OPRAS. Forces for the support of OPRAS are such as various OPRAS directives, training, and communication. While forces restraining the support for OPRAS are such as lazy supervisors, reluctance of supervisors for provide feedback, coach and communicate and the lack of culture of hard work. This observation is similar to the view of Dessler (2003) cited in Kondrasuk (2011) who argued that performance appraisal is the most problematic human resource area and the most detested human resource activity for line managers and human resource department alike.

Therefore it is the view of the researcher that the support of supervisors in OPRAS implementation always experiences some problems in organisations. That to overcome these problems it is best for managers to identify factors affecting the support of supervisors in order to be able to come up with necessary measures to improve the role of supervisors in OPRAS implementation.

### **5.3.2 Main Factors Affecting Support of Supervisors**

The findings of the study from both questionnaires and interview identified four main factors affecting the support of supervisors in the implementation of OPRAS in Serengeti National Park. These factors include lack of clear understanding of the OPRAS process; difficulties in the setting of objectives/goals; lack of commitment of supervisors; and insufficient use of OPRAS to make human resource management decisions.

These factors were listed by the 45 participants who were among the 68.2% of the respondents who indicated that they do not receive sufficient support from their supervisors in OPRAS implementation. Also these factors were mentioned by all four participants in the interview.

Firstly, lack of clear understanding of the OPRAS process was mentioned by 97.8% of the respondents as one of the main factors affecting the implementation of OPRAS in Serengeti National Park. Also during interviews two of the interviewees out of four remarked that; *“both superiors and their supervisees do not have a clear understanding of the OPRAS process which as a results lead to jotting down of unrealistic objectives in the OPRAS forms.”* This implies that both supervisors and supervisees do not clearly understand the application of OPRAS process and how the system operates and as a result there is insufficient support of supervisors in OPRAS implementation. These findings concur with Fletcher (2001) who argued that the different level of understanding of the performance appraisal process can cause a lot of confusion among workers and all levels in the organisation. The author emphasised that understanding of performance appraisal is important to the success of the organisation (*Ibid*).

Secondly, the difficulties faced by employees in setting of performance objectives/goals. It was mentioned by 60% of the respondents as a factor affecting support of supervisors in the implementation of OPRAS. This implies that setting of objectives/goals is the most difficult task which affects the support of OPRAS implementation. For example when the set objectives are not clear enough to both supervisor and supervisee, it becomes impossible for the supervisor to support its implementation. Also in course of implementation it becomes difficult for supervisor and employee to make performance evaluation.

The finding is in agreement with Kondrasuk (2011) who argued that most scholars state that line managers and employees dislike the performance appraisal process because of difficulties faced in setting objectives. Further, argued that the lack of mutual goal

setting between superior and subordinates at the close of the performance appraisal is a problem encountered in setting performance objectives (*Ibid*).

Also the Goal Setting Theory of Motivation as postulated by Locke and Lathan emphasise the importance of setting clear objectives/goals. Base on hundreds of studies, the main finding of the theory is that people, who are provided with specific goals, are motivated to perform better than those given unspecific goals (Lunenburg, 2011).

Thirdly, lack of employees' commitment to OPRAS was also listed by 66.7% of the respondents. This was also in agreement with findings from interview where one of the interviewee said that; "*the issue of employees commitment to the process of OPRAS is another factor*" whereby further said that; "*most of employees are reluctant to filling OPRAS form and they fill the forms when pressured by their supervisors.*" This implies that lack of commitment of employees to the implementation of OPRAS affect the support of supervisors in Serengeti National Park. Commitment of both supervisors and supervisees is an integral part to the success of the OPRAS system. When there is lack of commitment to the OPRAS, the performance appraisal processes becomes ineffective.

The findings of the study are in line with Chubb *et al.* (2011) that in developing countries, the challenge of implementation of the performance appraisal system lies on the role of supervisors whereby line managers are not committed, partly because the system is not 'sold' well enough or supported by wider management culture. They just go through the motions (*Ibid*).

Also, the observation is justified by Douglas McGregor Theory X that the average human being is lazy and self-centered, lacks ambition, dislike change, and long to be told what to do, as a result this implies the need to adopt more formal and directive style of leadership for a system to succeed (Mullins, 2010). Therefore top management and line managers' commitment is crucial factor to the effective implementation of performance appraisal system.

Lastly, insufficient use of OPRAS reports for making human resource management decisions. This factor was listed by 15.6% of the respondents. This implies that the insignificant use of appraisal process and appraisal reports by management to make important human resource decision as intended usually discourage the support of supervisors to the implementation of the system of OPRAS. In order the system to be sold well to the supervisors and supervisees it is best used to make management decision for it to succeed. This is because supervisors will put more efforts in facilitation of appraisal process in expectation of certain positive outcome from management to those employees under their supervision.

This observation match with Vroom's Expectancy Theory where he reveals that employees performance is based on individual factors of motivation whereby performance and motivation are linked (Mullins, 2010). This means that organisations which make use of performance management in making administrative decisions related to employees affect positively the support of supervisors in the implementation of OPRAS, while on the other hand affect negatively the support of supervisors.

Therefore top management should strive to employ the performance appraisal process in making human resource decisions for the support of supervisors in the implementation of the system to be effective. As Kressler (2003) argued that performance appraisal system is one of the most important requirement for successful human resource policy in an organisation.

#### **5.4 Possible measures to mitigate the challenges facing supervisors support in the implementation of OPRAS**

There several possible measure to mitigate the challenges facing supervisors support as there are numerous problems facing supervisor support in the implementation of OPRAS in public organisations. This section presents the discussion on possible measures to mitigate the challenges facing supervisors support in the implementation of OPRAS in Serengeti National Park. The findings of the study revealed four suggested possible

measures to mitigate the challenges facing supervisors support in the implementation of OPRAS which are: training; constant communication between supervisors and supervisees; the use of performance evaluation feedback and computerization of performance appraisal system.

#### **5.4.1 Provision of Training**

Training as a measure to mitigate the challenges facing supervisors support is the most crucial aspect of performance appraisal system. This is both substantiated by data from the study through questionnaire and interview, where for example 89.4% of the respondents listed the aspect of provision of OPRAS training as possible measure to improve the support of supervisors in the implementation of OPRAS.

This suggestion correspond with Murphy & Cleveland (1995) elaboration that, it is the duty of managers to ensure that the performance appraisal policy is understood and adhered to by all levels of employees. In order to reduce or eliminate the vagueness and confusion of performance appraisal process, management needs to apply knowledge, skills and abilities of its supervisors on training employees on the system (Martin & Nichols, 1987).

Also, according to Mohrman *et al.* (1989), supervisors experience trouble when they are asked to appraise the performance of their employees. This is mainly because supervisors lack the skills and behaviours that would allow them to effectively appraise the performance of their subordinates (*Ibid*). Furthermore literature suggests that raters are often not provided with the necessary training on how to effectively conduct appraisals (Martin & Bartol, 1986). Thus those who are charged with conducting performance appraisal must be properly trained (Daley, 2003).

Therefore OPRAS institutionalization just like any other systems requires the provision of training to those who are involved and affected by the system. Tefurukwa (2014) emphasise that in order for the OPRAS to be effectively implemented there should be

intensive line manager and subordinate education program about the awareness of OPRAS.

#### **5.4.2 Constant Communication between Supervisors and Supervisee**

The second possible measure is the existence of constant communication between supervisors and supervisees on issues relating to OPRAS. 81.8% of the respondents enumerated the presence of constant communication between supervisors and supervisee as a possible measure to improve supervisors support to implementation of OPRAS. In addition to that for example one of the interviewee emphasised that; “*there should be a constant face to face contact between supervisors and supervisees throughout the performance appraisal process of setting objective, implementation, monitoring and annual evaluation feedback*” as a mechanism of improving the support of supervisors in the implementation of OPRAS.

Armstrong (2006) emphasises that sound performance management system is about ensuring line managers regularly communicate what is expected of their employees and support their development. Success or failure depends on the line manager’s application of regular communication in the implementation (*Ibid*). Rao (2005) stress further that performance appraisal is an integrated process that occurs regularly and frequently between supervisors and their subordinate.

Therefore there is a need of a continuous communication between employees and their supervisors as it will improve supervisor support in its roles of the implementation of performance appraisal as stipulated in the URT Guidelines on OPRAS of 2011. This is very important especially in the supervisor’ roles of coaching and counseling employees; and the role of ensuring proper employees involvement in the review process throughout the year.

### **5.4.3 Provision of Evaluation Feedback**

The third possible measure is the use of performance evaluation feedback. 59.1% of the respondents listed the issue of the use of performance evaluation feedback as a measure to improve supervisors support in the implementation of OPRAS. The findings are in agreement with Allen (1994) as cited by Kondrasuk (2011) that the big problem with the performance appraisal is deciding what to do with the information gathered from the appraisal. Without proper implementation of results, the appraisal is useless (*Ibid*). Performance evaluation feedback help organisation members to attain their performance goals by helping to determine how well they are doing and determine the nature of the adjustment to their performance that are required to improve (Lunenburg, 2011).

Again the use of performance evaluation feedback helps line managers to link their departmental work activities properly to the system in order to be able generate data for making decisions of employees' development and work performance improvement. These encourage the ownership of the system of both superiors and supervisees. The role of supervisors is to ensure that management receives comments of performance appraisal and in turn the management is to take action on the recommendations and inform the employees on the same (URT, 2011).

### **5.4.4 Computerisation of the Performance Appraisal System**

Lastly computerisation of the system of OPRAS was found to be a suitable solution to mitigate challenges facing supervisors in the implementation of OPRAS where it was mentioned in both interviews and questionnaires. For instance one the interviewees stated that:

*“The support of supervisors can only be improved if OPRAS is electronically employed like the way is practiced in the Tanzania Revenue Authority where they use performance appraisal system of electronic Balanced Scorecard. Electronic appraisal system helps supervisors in the easy generation of performance appraisal reports and for quick evaluation feedback and action on appraisal reports.”*

According to Al-Raisi *et al* (2011) electronic performance appraisal system is a competency-based system that measure both employees and their supervisors not only on goal attained but on the very competencies that are required for their roles. Thus computerisation of the system of OPRAS will help to determine the competencies of the roles of supervisors. Dessler (2005) argue further that by transforming the performance appraisal process into electronic based will help to save supervisors time and avoid the tidies paper work. Moreover this will help create historical information that can easily be traced, enquired and reported (*Ibid*). Therefore the above is the detailed discussion about the findings of the study based on the four specific objectives of the roles of supervisors in the implementation of OPRAS in Serengeti National Park.

## **CHAPTER SIX**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **6.0 Introduction**

This chapter covers the summary, conclusion and recommendation of the study on “the roles of supervisors in the implementation of OPRAS in public organisations” using Serengeti National Park as a case study. This chapter is organised into four parts. Part one entails a summary of the study, part two covers the conclusion of the study, and part three presents the recommendations and last part entails the area for further research.

#### **6.1 Summary**

This study investigates the roles of supervisors in the implementation of OPRAS in public organisations. Specifically the study intended: to examine the awareness of employees on the implementation of OPRAS; to identify examine the opinions of employees on the implementation of OPRAS; to identify factors affecting the support of supervisors in the implementation of OPRAS; and to suggest possible measure to mitigate the challenges facing the support of supervisors in the implementation of OPRAS in Serengeti National Park.

The researcher reviewed various literature related to the roles of supervisors in the implementation of OPRAS. This aimed to scrutinise and disseminate relevant information on the topic at hand for the readers and researcher in order to bring the understanding together with providing the conceptual framework of the intended study.

A case study research design was adopted and a total sample of 66 was consulted. Interviews, questionnaires and documentary review were employed as tools of data collection. Qualitative data were analysed by content analysis while the quantitative data were analysed by SPSS programme. The data were presented in tables.

The summary of the study is presented in line with the four research objectives as follows below:

### **6.1.1. Awareness of Employees on the Implementation of OPRAS**

The findings of the study revealed that majority of employees understand the concept of OPRAS. The findings were extracted from respondents by three main questions relating to the aspect of understanding OPRAS, the place where they first heard about OPRAS and the reason for introduction of OPRAS in public organisations. For example, 89.4% of the respondents indicated that they understand the meaning of OPRAS; 69.7% of the respondents indicated that they first heard about OPRAS in their present work station; and 72.7% of the respondents indicated that OPRAS was introduced as part of public service reforms programme.

However, on the other hand the findings of the study revealed that OPRAS is not properly practice. This is to say majority of employees are not aware on the practice (implementation) of OPRAS at Serengeti National Park. It should be noted that in this study the practice of OPRAS entails the whole process of filling of OPRAS forms and the level of communication between supervisors and supervisee. According to the OPRAS guideline of 2011 the proper practice of filling OPRAS forms is three times a year but the study findings show that: 68.2% of the respondents fill OPRAS forms twice a year; 25.8% of the respondents fill OPRAS forms once a year; while only 1.5% of the respondents fill OPRAS forms three times a year. Similarly, the data from documentary review also indicates that OPRAS forms are filled only twice a year without midyear review. For example, all twenty six 2014/2015 OPRAS forms showed that midyear review has never been conducted.

Also, there is not continuous communication between supervisors and supervisees as required by the practice of OPRAS. The findings of the study showed that there is non-continuous communication between supervisors and supervisee, and that 80.3% of the respondents indicate that they communicate with their supervisors only once a year.

The researchers view from the discussion of the findings on this first objective is that supervisors do not practically play their roles well enough in the implementation of OPRAS.

### **6.1.2 Opinions of Employees on the Status of OPRAS Implementation**

The findings of the study revealed that the opinions of employees about the status of OPRAS implementation is rated “good”. The opinion was solicited based on the general opinion, use of evaluation feedback, and performance improvement through OPRAS. For instance the finding of the study show that: 51.5% of the respondents indicated that the status of OPRAS implementation is good; 53% of the respondents indicated that there is the use of performance feedback to make important HRM decision; and 54.5% of the respondents indicated that OPRAS is used for employees performance improvement.

The researchers view from the discussion of the findings on the second objective is that supervisors need to put more effort in their roles of implementation of OPRAS for the performance appraisal to realize its goals.

### **6.1.3 Factors Affecting the Support of Supervisors in the Implementation of OPRAS**

The findings of the study show that there is insufficient support of supervisors in the implementation of OPRAS. This is due to the factors such as lack of clear understanding of the OPRAS process, difficulties in setting objectives/goals, lack of commitment of both supervisors and supervisees, and insufficient use of the OPRAS by management to make important HRM decision. For instance, 97.8% of the respondents indicated that lack of clear understanding of the OPRAS process affect the support of supervisors in the implementation of OPRAS. Likewise, 68.2% of the respondents indicated that lack of commitment of both supervisors and supervisees affects the support of supervisors in the implementation of OPRAS.

#### **6.1.4 Possible measures to mitigate the challenges facing support of supervisors in the implementation of OPRAS**

The possible measures to mitigate the challenges facing support of supervisors in the implementation of OPRAS include the provision of OPRAS training, constant communication with supervisors, provision of performance evaluation feedback, and computerisation of the performance appraisal system.

#### **6.2 Conclusion**

Basing on the study findings presented above, it can be concluded that employees are aware with the concept of OPRAS. However, in real sense the employees are not aware with the actual practice (implementation) of OPRAS in Serengeti National Park. This is due to the fact that the roles of supervisors in as far as OPRAS implementation is concerning at Serengeti National Park are not well practiced. According to the URT Guidelines on OPRAS, supervisors should play their roles of frequent communication with supervisees and conducting mid-years appraisal reviews which in this case the practice is absent in Serengeti National Park. The absence of the above practice resulted to ineffective supervisory roles in the implementation of OPRAS.

Again the supervisors have not been keen enough in their roles of implementation of OPRAS because it appeared from the findings that there is insufficient support of supervisors in their role of implementation of OPRAS. When supervisors practice appropriately their roles in the implementation of OPRAS, it is expected to reduce if not eliminating all together those restraining factors.

The researcher observes that there is a need to computerise OPRAS system to eradicate if not eliminates altogether most of the factors facing supervisors in the implementation of OPRAS. Computerisation and training on OPRAS will smooth the appraisal process; communication will be frequent even though not face to face, appraisal evaluation feedback will be provided, and management decisions about employees will be able to be made easily due to the availability and quick access of organised appraisal reports.

### **6.3 Recommendations**

The following are the recommendations advanced by the researcher to facilitate the roles of supervisors in the implementation of OPRAS in public organisations, Serengeti National Park in particular.

- i. The custodians of public organisations though not directly involved in the supervision of employees, as overseers they should put more emphasis on auditing not only on financial issues of organisations, but also on the aspect of the implementation of OPRAS in order to check its performance and where needed to devise mechanisms for rectifications.
- ii. Serengeti National Park's management and those public organisations that have not yet computerised their appraisal system, should immediately computerise their appraisal system to be in line with today's world of technology. This will enable supervisors to appropriately practice their appraisal roles of implementation of OPRAS. Not only that this will enable supervisors and management to make informed human resource management decisions, it will also provide the same to employees promptly.
- iii. Serengeti National Park and other public organisations should provide training to supervisors on appraisal process especially on their roles in the implementation of OPRAS at least on a yearly basis if not frequently. Management and its employees should understand as the findings suggested that, training is the possible solution to overcome the challenges facing support of supervisors in the implementation of any appraisal system.
- iv. Serengeti National Park's supervisors should strive to frequently communicate with their subordinates and conduct mid-year appraisal reviews in order to make the practice of OPRAS worthwhile and not just a formality directed by management.

- v. Employees at Serengeti National Park and those from other public organisations should try as hard to change their mindset and strive to practically implement OPRAS so as to easily enable the supervisors to play more effectively roles in the implementation of OPRAS. This goes hand in hand by understanding that OPRAS is the best, formal and impartial source for management generation of most of the important human resource management decisions regarding employees.

#### **6.4 Areas for further studies**

The readers especially those who are engaged in research activities should not rely exclusively on the study of the roles of supervisors in the implementation of OPRAS as a solution to the challenges facing the implementation of OPRAS in public organisations, but they should also think about the roles of other players who are involved in the implementation of OPRAS. Further studies need to be conducted in areas such as on the roles of management and employees in the implementation of OPRAS which are also a central part to the implementation of performance appraisal system in public organisations. These studies may provide a more precise picture regarding the issues of the effective implementation of OPRAS in Serengeti National Park, other national parks and the rest of the public organisations in Tanzania.

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## APPENDICES

### Appendix I

#### GUIDING QUESTIONNAIRE QUESTIONS

Dear respondents

My name is Peter N. Butiku. I am conducting a research on “**The Roles of Supervisors in the Implementation of OPRAS in public organisations,**” as part of my studies for a degree in Master of Science in Human Resources Management at Mzumbe University. I am humbly and kindly request you to take your time not more than 30 minutes to voluntarily respond to this questionnaire according to your own understanding and experience. Your participation in this study will provide me with the necessary data and information from which conclusion can be availed. This study is part of my studies and information given here will be treated with strict confidentiality. Data will be reported in aggregate and all responses will remain anonymous. I highly and agreeably appreciate your participation.

Peter N. Butiku

Student at Mzumbe University

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**Please answer these questions by putting a tick (√) in the box where appropriate and give details where needed.**

1. Name of your Section .....

2. What is your sex (male/female)?

Male	
Female	

3. How old are you?

Between 20 to 29 years	
Between 30 to 39 years	
Between 40 to 49 years	
Between 50 to 59 years	

4. What is your level of education?

Primary Education	
Secondary Education	
Diploma Education	
Bachelor's degree	
Master Degree	

5. How many years have you been working with Serengeti National Park?

Less than 5 years	
6 to 10 years	
11 to 15 years	
16 to 20 years	
More than 20 years	

6. Do you know what OPRAS is?

YES	
NO	

7. If the answer is YES, what do you understand by the meaning of OPRAS?

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.....

8. Where did you first hear about OPRAS?

In the seminar	
In current work station	
In previous work station	
In other places	

9. What is one reason of the introduction of OPRAS in public organisation between those listed below?

Government policy	
Failure of traditional appraisal system	
Public service reforms programme	
I do not know	

10. Do you fill OPRAS form every year?

YES	
NO	

11. How many times in a year do you fill OPRAS form?

Once a year	
Twice a year	
Three times a year	
Not every year	

12. How many times do you communicate with your supervisor on the issue of OPRAS?

Once a year	
Twice a year	
Three times a year	
Continuously	
Not at all	

13. What is one of the usages of OPRAS in Serengeti National Park between those listed below?

For measuring performance	
For setting performance objectives	
For promotion	
For Discipline	
None of the above	

14. What is your general opinion regarding the implementation of OPRAS in Serengeti National Park?

Excellent	
Very Good	
Good	
Fair	
Bad	

15. Does the management of Serengeti National Park use performance evaluation feedback to make important human resource management decisions?

YES	
NO	

16. Have the use of OPRAS brought about improvement in your work performance?

YES	
NO	

17. Do you receive sufficient support from your supervisor in the implementation of OPRAS?

YES	
NO	

18. If your answer in question 17 above is “NO”, please list down the main factors which you think affects the support of supervisors in the implementation of OPRAS in Serengeti National Park.

(a)

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(b)

.....

(c)

.....

(d)

.....

19. What are the possible measures to mitigate the challenges facing supervisors support in the implementation of OPRAS?

(a)

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(b)

.....  
.....

(c)

.....  
.....

(d)

.....  
.....

**Thank You for Taking Your Time for filling this Questionnaire**

## **Appendix II**

### **GUIDING INTERVIEW QUESTIONS FOR HEADS OF SECTIONS**

1. What does the word OPRAS means?
2. How is OPRAS practiced in Serengeti National Park?
3. What is your opinion on the status of OPRAS implementation?
4. What is your opinion on the use of performance evaluation feedback to employees?
5. Do you think since OPRAS was introduced has improved employees performance?
6. Do you provide enough support to your subordinates in the implementation of OPRAS?
7. What are the main factors affecting the support of supervisors in the implementation of OPRAS?
8. How can the support of supervisors be improved for the implementation of OPRAS?

**Thank You for Your Collaboration and Contribution**