

**ASSESSMENT OF THE EFFECTIVENESS OF
IMPLEMENTATION OF OPEN PERFORMANCE REVIEW AND
APPRAISAL SYSTEM IN IMPROVING EMPLOYEES'
PERFORMANCE IN PUBLIC SERVICE ORGANIZATIONS IN
TANZANIA**

THE CASE OF IRAMBA DISTRICT COUNCIL

By

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**A Dissertation Submitted in Partial Fulfillment of the Requirements for the
Award of Master of Business Administration (MBA-Corporate Management) of
Mzumbe University**

2013

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a thesis entitled Assessment of the effectiveness of implementation of open performance review and appraisal system in improving employees' performance in public service organizations in Tanzania: The case of Iramba District Council, in fulfillment of the requirements for award of the Master of Business Administration (Corporate Management) of Mzumbe University.

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DECLARATION

I, Mussa Abdallah, declare that this thesis is my own original work and that it has not been presented and will not be presented to any other university for similar or any degree award.

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ACKNOWLEDGEMENTS

It would not have been easy for me to complete this Masters Degree if it were not for the blessings and the grace of the Almighty God. I do believe that His interminable help and guidance throughout my study period has greatly facilitated me through this challenging task

My sincere gratitude goes to various individuals who were involved in this study from the initial stage of the research proposal, through data collection and to the final stage of the report. Indeed it is difficult to mention them all. However, a lot of my thanks go to Mr. Simon Kitila, my research supervisor, for his great support, concern, and relentless encouragement throughout my research. His Constructive criticism and guidance from the initial stages of this study to its final completion has formed the cornerstone of this work. To him I am greatly indebted.

I would like to express my gratitude and love to my wife Salma Y. Shang'a, and our Son Hemedi Mussa who tolerated my withdrawals from normal family life throughout my MBA studies and with whom I share all ups and downs of life and acknowledge their concern about my education. I also appreciate the initiation my wife took to let me go to college without much fear of the financial constraint that would befall the family. ,

My appreciation also goes to all the employees of Iramba District Council who responded well to my study especially in filling in the questionnaires thoroughly, honestly and subjectively, and to the head of Department and units who accorded me enough time for interviews. Furthermore my deepest gratitude goes to the Singida Municipal Council respectively for their support which enabled me to continue with studies. Also, I would like to express my indebtedness to my work mate Rebecca E. Marandu for her encouragement to work hard during writing of the report.

Also Finally, I would like to express my indebtedness to my Mr.M.A. Msangi, Director of Singida Regional Centre, The Open University of Tanzania for his valuable contribution in the process of writing this report.

DEDICATION

In a special way, I wish to dedicate my work to the memory of my late uncle Hamisi Saidi Kissuli who assisted me to become the person I am today. He was a very loving uncle and I will always remember his dedication to my studies. My academic life has been greatly shaped by his guidance and assistance and was always close to me during the various stages of my education life, especially the initial ones. May The Almighty God keep his Soul in Eternal peace. Amen. To him I, dedicate this work

ABBREVIATION/ACRONYMS

CACRS	:	Closed Annual Confidential Report system
CSRP	:	Civil Service Reform Programme
DED	:	District Executive Director
HODS	:	Head of Department(S)
HR	:	Human Resources
IDC	:	Iramba District Council
LGAs	:	Local Government Authorities
M&E	:	Monitoring and Evaluation
MDAs	:	Ministries Independent Department and Agencies
OPRAS	:	Open Performance Review and Appraisal System
PMS	:	Performance Management Systems
POPSM	:	President's Office Public Service Management
PSMEP	:	Public Service Management and Employment Policy
PSRP	:	Public Service Reform Programme
SPSS	:	Statistical Package for Social Science
US	:	United State

ABSTRACT

The study was about assessment of the effectiveness of implementation of open performance review and appraisal system in improving employees' performance in public service organizations in Tanzania. Iramba District Council in Singida being the case of the study.

The unit of inquiry involved employees of the council which included top management, middle and lower cadre employees. The study sample size was 85 employees out of 285, employees who were obtained through simple random and sampling techniques. The study sample frame was council's employees register.

Data collection involved the following tools; questionnaires, interviews and observations. Interviews were conducted to collect data from heads of departments while questionnaires and observation were for the employees other than the heads of departments.

Data were process and organized in tables and charts, thereafter analyzed using statistical package for social science (SPSS) research

Findings show that, the supervisor and the subordinate meet to set and agree on the targets in which the employee's performance will be assessed. However supervisors do not give feedback to subordinates, therefore employees may not know where they stand in terms of performance

The study reveals that the majority of respondents have a negative attitude towards the performance appraisal while few disagree. Iramba District Council (IDC) should work on these negative perceptions so as to develop the necessary attitude on employees to the performance appraisal by planning to train its management staff, officers and supporting staff and ensure continuous training.

Also, the study sought to ascertain whether the OPRAS at IDC is effective in improving employee's performance. The study reveals that that majority of respondents see OPRAS as a useful tool for improving organizations' performance but some individuals see the process of filling OPRAS as wastage of time. Therefore, to make performance appraisal effective and improve employees' performance, IDC

should make proper application of a system so that it really serve as a tool of improving individual and organization performance.

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CHAPTER ONE

BACKGROUND INFORMATION

1.0 Introduction

Employees' performance review is an important tool for any organization's good Performance. The review creates base for organizations' growth as it reveals all areas of strengths and weaknesses of an employee that requires maintenance and improvement respectively. In Tanzania, a number of public service organizations carry out the practice to establish performance levels of employees. Therefore employees' performance review system is reviewed as a series of integrated tools, components or approaches used in planning, implementation, monitoring and evaluation and reviewing activities implemented by staff in public service organizations (URT, 1999)

Open Performance Review and Appraisal Systems (OPRAS) were introduced in 2004 to manage individual performance levels in public service institutions. The practice OPRAS involves aligning the objectives of the individual officer with those of the department/division/ unit/section and with that of the organization at large. OPRAS was designed to replace the former 'Closed Annual Confidential Report System (CACRS) which proved to be an inefficient instrument for performance evaluation in organizations. The CACRS was limited to superiors who used to evaluate employees on their own merits and was largely one-sided dominated performance evaluation system where employees were designated to be the end point and receiver of the results of the evaluation process. The results of this appraisal instrument were considered confidential by management and were never revealed to the employees.

The current OPRAS requires all public servants and their managers to develop their personal targets based on the organizations strategic objectives. (World Bank, 2008). The agreed targets and activities aimed at meeting those targets are used as yard stick for measuring and grading the level of performance of employees in public organizations. The performance agreement contains individual annual targets, performance evaluation criteria and resources required for implementing the performance agreement (URT, 2010).

1.1 Background to the Problem

The performance agreement derives its annual targets from the annual plan and budget. This link cascades down the implementation of plan of individual staff and thus aim at enhancing individual accountability. Despite the presence of OPRAS, there are still experiences of poor employees' performance in public service organizations. Public service organizations have been facing and receiving a lot of complaints from customers (URT 2007). A big number of complaints are due to employees failing to perform to meet expectations of their customers. The situation is even severe in district councils. The councils are close to the people and thus they serve majority of customers from all walks of life. . Being close to the grass root communities, the situation exposes the council to serving big number of customers, which also is the source of having high level of complaint of poor/failure of performing.

1.2 Statement of the Problem

For many years, organizations have been striving to improve their performances through different ways. One of those ways has been to improve the performance of their employees. For many years in Tanzania, employee performance evaluation criteria have been of great concern to many organizations. One of those criteria was the Closed Annual Confidential Report System (CACRS). However, the CACRS had a lot of limitations and to a large extent generated one- sided information on the performance of employees. For this reason a more open system the Open Performance Review and Appraisal System (OPRAS) were introduced. To date a number of research work on how to effectively implement this appraisal system have been carried out. However with all the recommendations suggested in this regard, the situation of poor employee performance is still being observed in many work places. This state of affairs has tempted the researcher to carry out this study with a view to establish the factors underlying this situation.

1.3 Objectives of the Study

1.3.1 General objective.

The general objective of this study was to assess the effectiveness of the implementation of Open Performance Review and Appraisal System (OPRAS) in improving employee's performance in Public organizations in Tanzania.

1.3.2 Specific objectives

- i) To assess the adequacy of the application of OPRAS in public organizations.
- ii) To assess employees attitude toward the application of OPRAS.
- iii) To examine effectiveness of OPRAS in improving employees' performance.

1.4 Research Questions

The following research questions assisted the researcher in carrying out this research.

- i) Is the application of OPRAS in public organizations adequate?
- ii) What is the attitude of employees towards OPRAS application in public organizations?
- iii) Is OPRAS practice effective in improving employees' performance in public organizations?

1.5 The Significance of the Study

The study have the following importance:

- i) The study generated findings which contribute to the human resources management body of knowledge particularly in the use of OPRAS in improving organization performance.
- ii) The study provides necessary information about managing performance which help policy and decision makers arrive to the best solutions to different problems facing them in their daily operations.

- iii) The study on performance appraisal, in Public Service is still vital to make it effective on employee job performance. OPRAS is an effective tool for monitoring individual performance, and identifies gaps which need interventions, to improve employee job performance in an organisation. Provision of feedback, and use of information obtained during appraisal is vital to make OPRAS successfully in Public Service. Feedback should be provided on an ongoing, year round basis, not only during the annual performance appraisal. It is important to address strengths and successes as well as deficiencies and failures of individual employee.
- iv) Mooney (2009) insists, that well-designed performance feedback measures can help employee to identify their specific weaknesses. Knowing exactly where they have troubled with a particular task can help to pinpoint areas that need improvement. Feedback measures can, also help employee to identify areas of strength. Basing on the argument above this study will help the managers to understand on how performance appraisal can be useful on employee job performance. It will enable them to understand the usefulness of performance appraisal as a tool for improving employee job performance, to understand on how performance appraisal can be used to improve job performance to attain efficiency in their organizations, if the information obtained during appraisal is taken as feedback to employee to enable them to get improved job performance.
- v) The findings of the study add knowledge to the existing literature on performance appraisal in Tanzania and put new insights in the system, and is a database for other research work. None of the local studies has focused much on the Assessment of the effectiveness of Open performance Review and Appraisal System in Improving employee job performance in Tanzanian context. This study therefore, filled this knowledge gap by assessing the effectiveness of Open performance Review and Appraisal System in Improving employee job performance in Tanzanian context, specific focus on selected Iramba District Council

1.6 Delimitation of the research

The study focused on the assessment of the effectiveness of the implementation of Open Performance Review and Appraisal System (OPRAS) on improving employee's performance in public organizations. The Iramba district council was taken be the organization under study. Uncovered areas such as the relations between OPRAS and labour turn-over, etc are left open for other researchers.

1.7 Limitation of the study

The study focused only to one Public Service organization, due to time and other resources limitations. The area of study was in Iramba District Council, where a researcher collected data from eleven departments and two units at the Iramba District Council headquarters. The limitations of the study included difficulties in accessing data and information, access to get interview with the line managers, lack of responsiveness from respondents. Another challenge was the difficult in gathering documented information from officials, especially confidential information. However, considerable care was taken in the collection and analysis of all the evidential material in order to minimize the impact of the shortcomings during the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Literature review is the work the researcher consulted in order to understand and investigate the research problem. Thus it is an account of what has been published about the study that creates the base and justification for the researcher to pursue the study (Kombo and Tromp 2006, p.63)

2.1 Theoretical Literature Review

2.1.1 Meaning and Definition of terms and PA underlying Theories

2.1.1.1 Performance

According to (Armstrong, 2001) he sees performance as behaviour – the way in which organizations, teams and individuals get work done. Other scholars define it as an accomplishment of a given task measured against present known standards of accuracy, completeness, cost, and speed.

2.1.1.2 Performance standards

Performance standards may be defined as a statement of the conditions that exist when a job is being performed effectively (Armstrong, 2001)

2.1.1.3 Public service

Public service is a term usually used to mean services provided by government to its citizens, either directly (through the public sector) or by financing private provision services (Agbolade & Anthony 2011)

2.1.1.4 Performance Appraisal

Performance appraisal is the periodical evaluation of employee's job performance measured against the job stated or presumed requirements. The ultimate purpose of performance appraisal is to maximize organization output (Terry and Franklin 2006). Before defining performance appraisal one has to know what Performance management is, therefore according to (Armstrong M. , 2009), Performance management is a systematic process for improving organizational performance by developing the performance of individuals and teams.

It is a means of getting better results by understanding and managing performance within an agreed framework of planned goals, standards and competency requirements.

Performance management is concerned with aligning individual objectives to organizational objectives and encouraging individuals to uphold corporate core values; enabling expectations to be defined and agreed in terms of role responsibilities and accountabilities (expected to do), skills (expected to have) and behaviors (expected to be); providing opportunities for individuals to identify their own goals and develop their skills and competencies. (Amstrong M. , 2009)

Performance Appraisal is defined by different scholars of human resource management in different time. Therefore, some theories of those scholars have been discussed as follows.

According to (Longenecker, 1997) performance appraisal is rather two simple words that often arouse a raft of strong reactions, emotions, and opinions, when brought together in the organizational context of a formal appraisal procedure. Most organizations throughout the world regardless of whether they are large or small, public or private, service or manufacturing, use performance appraisal, with varying degrees of success, as a tool to achieve a variety of human resource management objectives.

Organizations use different tools and have a number of goals for performance appraisals, often resulting in some confusion as to the true purpose of performance appraisal systems.

However, at its core, the performance appraisal process allows an organization to measure and evaluate an individual employee's behavior and accomplishments over a specific period of time (Wiese and Buckley, 1998).

Yong (1996) defines performance appraisal as “an evaluation and grading exercise undertaken by an organization on all its employees either periodically or annually, on the outcomes of performance based on the job content, job requirement and personal behavior in the position”.

Therefore, HR development, begins with the orientation of new employees, HR training and development, and also includes the necessary information to accommodate technological changes. Encouraging development of all employees including supervisors and managers is necessary to prepare organizations for future challenges. Career planning identifies paths and activities for individual employees as they develop within the organization. Assessing how well employees are doing their jobs is the focus of performance appraisal (Mathis and Jackson 1997, pp17-18).

Furthermore, (Gomez-Mejia et.al. pp225), stated that “performance appraisal is the process of identification, measurement, and management of human performance in organization.”

Therefore, to make this effective organizations should make the proper application of a system that serve as a tool to performance appraisal process.

2.1.1.5 Uses of Performance Appraisal

The use of PA is elaborated by (Mullins, 1995) as a formalized and systematic appraisal scheme that can also form the basis of a review of financial rewards and planned career progression. Performance appraisal is therefore, a crucial activity of the personnel function and the management of human resources. Also, the use of PA as discussed by (Heneman, 1996) involves the identification of the dimension of performance, and also in setting standards of contributions for each performance dimensions step. In addition (Mondy, 1999) giving an example of American firms where competition is intense stated that PA is. A potential mechanism for organizational growth. (Mathis, 1997) on the other hand discussed about the role (use) of PA as follows. “PA has two roles in organizations. One role is to measure performance for rewarding or otherwise making administrative decisions about employees.

Promotions or layoffs might hinge on these ratings making them difficult at times. Another role is development of individual potential.

Different institutions/ organizations therefore use PA for different purposes as have been observed by different scholars. .

2.1.1.5.1 Some Examples on the Purposes of Performance Appraisal

“Managers often believe that the most significant PA outcome involves the contributions employees make to the organizations goal attainment. Higher performing employees successfully meet their responsibilities and thereby make a significant contribution to the goals of the organization (Mullins, 1995). Performance appraisal is a vital component of a broader set of human resource practices; it is the mechanism for evaluating the extent to which each employee’s day-to-day performance is linked to the goals established by the organization (Coutts and Schneider, 2004).

According to (Amstrong, 2000), a PA function is a continuous and evolutionary process in which performance improves over time. It provides the basis for regular and frequent dialogues between managers and individuals about performance and development needs based on feedback and self-assessment. It is mainly concerned with individual performance but it can also be applied to teams. According to (Gomez, 2001), Organizations usually conduct appraisals for administrative and/or developmental purposes. Performance appraisals are used administratively whenever they are the basis for a decision about the employee’s work conditions including promotions, termination and rewards. Development uses of appraisal which are geared toward improving employees’ performance strengthening their job skills, including counseling employees on effective work behaviors and sending them for training.

The major functions of PA are to give employees feedback on performance, to identify the employees’ developmental needs to make promotion and reward decisions, to make demotion and termination decisions and to develop information about the organizations selection and placement decisions, as Nelson and et al. (1997, pp. 345 -346).

Mondy, Noe and Premeaux (1999) discuss the PA purpose as performance appraisal data that are potentially valuable for use in virtually every human resource functional areas such as:

- a) Human Resource Planning
- b) Recruitment and selection
- c) Training and development
- d) Career planning and development
- e) Compensation programs
- f) Internal employee relations
- g) Assessment of employee potential

The system involves several steps, which can be considered as continuous, however periodic. Performance appraisal objectives can be classified in a number of ways. One of the best known classifications was produced by McGregor (1987) who grouped the objectives as follows:-

- Administration: Providing an orderly way of determining promotions, transfers and salary increases.
- Informative: Supplying data to management on the performance of subordinates and to the individual on his or her performance.
- Motivational: Creating a learning experience that motivates staff to develop themselves and improve their performance. Finally, Henenman et al (1996, pp. 340) classified the purpose of PA into three conditions:
- Administration Decisions: those are for employee promotion, choosing employee, and making salary increments recommendations. And also these scholars presented this for administrative purpose which helps to place employees in positions where their abilities can be best use or helpful in assigning employees to appropriate future positions. Mathis and Jackson (1997, pp334) moreover state the administrative aspect of PA as follows: PA system is often the link between the reward employees hope to receive and their productivity. Decisions on promotion, termination layoff, and

transfer assignments are some of the administrative use of PA that are very important to employees. When organizations terminate, promote or pay people differently, PAs are necessary as they are a crucial defense if employees sue over such decisions.

- Employee feedback and development: is another purpose of PA is to employees know where they stand relative to performance objectives and organization expectations. As Mathis and Jackson (1997, pp. 345) also stated that PA can be primary source of information and feedback for employees, which is the key for their future development. When supervisors identify the weakness, potentials, and training needs of employees about their progress, discuss what skills they need to develop and workout development plans. Here the main purpose of developmental feedback lies to change or reinforce individual behavior rather than to compare individual as in the case of administrative users of PA.
- Armstrong (2009) also stated employees feedback and development as functions as a continuous and evolutionary process in which performance improves overtime. It provides the basis for regular and frequent dialogues between managers and individuals about performance and development needs based on feedback and self-assessment. It is mainly concerned with individual performance but it can also be applied to teams. The emphasis is on development, although performance management is an important part of the reward system through the provision of feedback and recognition and the identification of opportunities for growth. It may be associated with performance- or contribution-related pay but its developmental aspects are much more important.
- Evaluation of policies and programs implemented: are another method of PA to influence work behavior. That means, one can observe the purpose of PA keeps determinant effect and needs to be well known and done for the effectiveness of the organization task and employee relative stand on his/her job. Mondy, Noe and Premeaux (1999, pp 386) stated that the purpose of PA, “A system which is properly designed and communicated can help to

achieve organizational objectives and also increases employee performance. Actually, PA data are potentially useful for use in every human resource function area such as in every human resource planning and development of employee potential. 2.2 Performance Appraisal System

- Aguinis, (2005) indicated that performance management system usually include measures both behaviors (what an employee does) and results (the outcomes of an employees behavior). In order to realize the purpose of performance appraisal, organizations should carefully design appraisal system and implement accordingly.
- According to Gomez-Mejia (2001), the first step in the performance appraisal process is identifying what is to be measured. This process seems fairly simple at first glance. In practice, however, it can be quite complicated. Identification of performance dimensions is the important first step in the appraisal process. If a significant dimension is missed, employee morale is likely to suffer because employee who do well on that dimension is missed, employee will not be recognized or rewarded. If an irrelevant or trivial dimension is included, employees may perceive the whole appraisal process as meaningless. The Second step in performance appraisal process is measuring employees' performance. Measuring employee performance involves a number to reflect an employee's performance on the identified characteristics or dimensions. Technically numbers are not mandatory. Label such as "Excellent", "Good", "average" and "Poor" might be used instead. The third step in performance appraisal is managing performance.

The effective management of human performance in organizations requires more than formal reporting and annual rating. A complete appraisal process includes informal day to day interaction between managers and workers as well as formal face to face interviews. Although the ratings themselves are important, even more critical is what managers do with them.

2.1.1.6 Employee Job Performance

Employee Job performance is a defined concept in Human Resources Management, which commonly refers to whether an employee performs the job well. Performance is an extremely important criterion that relates to organizational outcomes and success, that is, performance is something a single person does (Wikipedia). Bommer, et al (1995) argues that employee job performance is the most widely studied criterion variable in the organizational behavior and human resource management literatures.

2.1.1.7 Organization performance measurement

In order to gain competitive advantage either locally or in the global economy, organizations have instituted programs such as performance management systems, total quality management, employee involvement, job enrichment, skill-based pay, autonomous work teams, and gain sharing plans (Lawler et al, 1992). The goal of these and many other interventions is to increase organization performance by affecting employee behavior on the job. Although each takes a different approach, all of these initiatives are designed to encourage employees to change the way they work, take on increasing responsibility, and actively contribute to the accomplishment of individual, group-based and organizational objectives (Lawler, 1986). The result is that employees do much more than what is traditionally included in their job descriptions. Despite these significant organizational changes, only recently have researchers started altering the prevailing view of what constitutes individual performance (Bormann & Motowidlo, 1993).

Obisi (2011) argues that organizational performance and its resultant efficiency and effectiveness can only be achieved when individuals are continuously appraised and evaluated. The inability of organization to install an effective performance appraisal strategy has hindered them from achieving competitive advantage which they require more now than ever before. Appraisal processes are not systematic and regular and often characterized by personal influences occasioned by organizations preoccupation to use confidential appraisal system which hinders objectivity and fairness.

According to Obisi, often organizations ignore management by objectives, critical incidents to personal prejudices. This is retrogressive as it affects the overall performance of the individual. Also, post appraisal counseling whereby the appraisal outcomes are analyzed to explain strengths and weaknesses and set agenda for better future performance. Organizations should stop giving less attention to the evaluation of their employees and recognize that organizational training needs can only be identified from performance appraisal outcomes. It is an invaluable tool but in the hands of human resource management officers to continuously evaluates and audits the performance of its employees in other to help organizations win competitive advantage

2.1.1.8 Effectiveness of PA systems

To meet the vision, mission, objective, goals and targets of an organization or an institution, everyone should set clear and precise methods of PA system objectivity. If so, effective output of PA system leads an organization to prosper specially, in the environment where formal learning and other similar activities are held. As a result of, every employee's awareness leads to set and control how to implement effective PA system. Nelson and et.al (1997 pp. 390) discusses that an effective PA system has about five main characteristics.

- Validity: Comes from capturing multiple dimensions of person job performance.
- Reliability: comes from capturing evaluation from multiple sources and at different times over the course of the evaluation period.
- Responsiveness: allows the person being evaluated some input in to the final outcome.
- Flexibility: it opens to modification based on new information such as federal requirements.
- Equitableness: results in fair evaluations against established performance criteria, regardless of individual differences.

Again clear and very important statements, about the effectiveness of PA system are expressed by Mathis and Jackson (1997 pp. 3364-365) as follows. An understanding of what an appraisal is supposed to do is very critical regardless of whichever of the method is used. It usually works if PA is used to develop employees as a resource for improved organizational performance. When management uses appraisal as a punishment or when raters fail to understand its limitations can lead to unpleasant consequences.

What and whichever the appraisal method is used, the main point is that managers and employees must understand the purposes of PA system. So, consistent with the strategic mission of the organization, useful as an administrative tool, legal as development tool, as documentation of employees performance are points of chances to be obtained if and only if PA is practiced properly.

2.1.1.9 Factors Influencing the Effectiveness of PA

PA can be influenced by three major factors namely appraisal system, subordinate and supervisor relationship, and the interview process. (Beer, 1987) has discussed how these factors can influence appraisal outcomes. First, the appraisal system can be designed to minimize the negative dynamics causing problems of performance appraisal. The supervisor often has only marginal control over these matters.

Second, the ongoing relationship between boss and subordinate will have major influence on the appraisal process and outcome. Third, the interview process itself, the quality of communication between boss and subordinate, can help to minimize problems of performance appraisal.(ibid)

- The appraisal system: In order to solve the problem of defensiveness of rates that resulted as a result of conflict in the goals of performance appraisal, raters should conduct two separate performance appraisal interviews –one focused on evaluation and the other coaching and development. The other solution is choosing appropriate performance data. For instance, using behavioral rating scales and behavior related appraisal techniques may solve this problem.
- Supervisor-subordinate relations: The quality of the appraisal process is dependent on the nature of the day-to-day boss subordinate relationship. In

an effective relationship, the supervisor is providing feedback and coaching on an ongoing basis.

Thus, the appraisal interview is merely a review of the issues that have already been discussed. On the other hand, if a relationship of mutual trust and supportiveness exists, subordinates are more apt to be open in discussing performance problems and less defensive in response to negative feedback.

There are no easy techniques for changing a boss subordinate relationship. It is highly affected by the context with in which the boss and subordinate work, the broader culture of the organization, and the climate of the primary work group will have important influences on boss-subordinate relationship. If the organization culture encourages participative management, open communication, supportiveness accompanied by high standards of performance, a concern for employees, and egalitarianism, it is more likely that these values will characterize.

- The appraisal interview: The best techniques for conducting a particular appraisal interview depend on the mix of objectives pursued and the characteristics of the subordinate. Employees differ in their age, experience, sensitivity about the negative feedback, attitude towards the supervisor, and desire for the influence and control over their destiny.

According to (Beer, 1987) there are three types of appraisal interviews each with distinct specific objectives. The differences are important in determining the skills required by the supervisor and the outcomes for employee motivations and supervisor-subordinate relationships. The three methods are termed as: tell-and-sell, tell-and-listen, and problem solving.

- The tell and sell method: The aim of this method is to communicate evaluations to employees as accurately as possible. The fairness of the evaluation is assumed and the manager seeks (1) to let the subordinate know how they are doing, (2) to gain their acceptance of the evaluation, and (3) to get them to follow the manager's plan for improvement. In the interview, supervisors are in complete control; they do most of the talking. They attempt to influence and persuade subordinates that their observation and

recommendations are valid. Clearly, this method leads to defensiveness, lack of trust, lack of open communication and exchange of invalid information and it can hurt supervisor -subordinates relations.

- The tell and listen interview: The purpose of this interview method is to communicate the evaluation to the subordinate and then let him /her respond to it. This method is apt to result in better understanding between supervisor and subordinate than the -tell and sell method.(ibid)
- Employees' perception about the performance appraisal in their organizations:

According to McShane and Glinow, (2000), Perception is the process of receiving information and making sense of the world around us. It involves deciding which information to notice, how to categorize this information, and how to interpret within the framework of our existing knowledge. Perceptual process is the dynamics of selecting, organizing, and interpreting external stimuli.

The perceptual process begins when environmental stimuli are received through our senses. Most stimuli are screened out; the rest are organized and interpreted based on various information-processing activities. The resulting perceptions influence our emotions and behavior toward those objects, people, and events.

According to Armstrong (2009), Perception is the intuitive understanding, recognition and interpretation of things and events. Behavior will be influenced by the perceptions of individuals about the situation they are in. The term „psychological climate“ has been coined to describe how perceptions give the situation psychological

2.1.1.10 Time to Conduct Performance Appraisal

In any administration activity of an organization, PA also has its own time to be conducted. Everyone in the organization has his/her own time to conduct PA depending on their own philosophy of time period (Mullins, 1995))

With the majority of schemes, staff receives an annual appraisal and for many organizations this may be sufficient. Also more frequent appraisals may be appropriate for new members of staff, those recently promoted or appointed to a new position or for those whose past performance has not been up to the required standard. And also (Mathis, 1997) broadly explained as follows:

First an informal appraisal is conducted whenever the supervisor feels it is necessary. The day-to-day working relationships between a manager and an employee performance have to be judged. This judgment is communicated through conversation on the job or over coffee or by on-the-spot examination of a particular piece of work. Informal appraisal is especially appropriate when time is an issue. The longer feedback is delayed the less likely it is motivating behavior change. Frequent information feedback of employee can also avoid surprises (and therefore problems) later when the formal evaluation is communicated.

Second, a systematic appraisal is used when the contact between manager and employee is formalized and a system is established to report managerial impressions and observations on employee performance.

Although informal appraisal is useful, it should not take the place of formal appraisal. When a formalized or systematic appraisal is used, the interface between the HR unit and the appraising manager becomes more important.

Therefore, systematic appraisals typically are conducted once or twice a year. Appraisals most often are conducted once a year, usually near the employee's anniversary date. For new employees, an appraisal for 90 days after employment, again at six months, and annually these after is common timing. This regular time interval is a feature of formal appraisals and distinguishes them from informal appraisals. Both employees and managers are aware that performance will be reviewed on a regular basis, and they can plan for performance discussions. In addition, informal appraisals should be conducted whenever a manager feels they are desirable.

2.1.1.11 Perception of PA in organization

It revolves if PA gives a positive impact or a negative impact to the employees. It shows whether the employees get motivated to perform better, if they receive a good feedback or do they get de-motivated and loose interest in their job. So far, we have come across the purpose, uses of PA in the organization, but the perception i.e. the understanding of PA is not taken into consideration in most cases which is important for the employee as well as the organization. If the employees don't recognize this, then they would suffer unnecessarily in the organization the reason being that, an employee has a certain level of expectation from his company when he joins it; he expects sum kind of growth from it, also the organization expects a lot from him. But, a negative feedback of performance would largely hamper him mentally and make him loose his interest in his job. There would be change in his attitude, which would be problematic for him as well as the organization. He would be de motivated to achieve the organizational objectives.

Many employees have a kind of view that, their promotion or salary increments largely depends on their performance. Employees therefore are in a dilemma and consider this situation as 'survival of the fittest' .They know for a fact that, their performance is only taken into consideration at the end of the day, and in order to grow in the company they need to be pro active towards their work. The feedback the employee receives from his superior, may simply describe the level of performance achieved.(Evans,1986) Hence, it is important for the managers to conduct the appraisal process properly.

Employees can only accept criticism if it is useful and relevant to them. Managers should know how to provide information regarding improvement in performance and how to present criticism as well. Managers feel that whenever they have to provide a negative feedback, the employee is most likely be dejected and de-motivated. Meyer *et.al* (1965) carried out a study in General Electric Company where certain points relating to performance feedback was highlighted. In this study, 92 appraises were appraised by their managers on two occasions over two weeks. The study was carried out by questionnaires, interviews and observation.

The first interview, included performance and salary and the second performance and improvement. It was observed, that there was a lot criticism pointed out by the managers, which lead to defensive behavior of the employee. The conclusions from this study were that- Criticism leads to create a negative impact on the motivation and performance of the employees. Interviews designed to improve performance should not at the same time weigh salary and promotion issues.

Participation by the employee in goal setting helps to produce favorable results. After this study, there were many studies which reflect upon employee's performance issues due to negative feedback. Ilgen et. al (1979) add that the appraisal has to be fair. Employees who believe that the appraisal system is under any kind of bias and misunderstanding between them and the managers are, most likely to be dissatisfied by their work and can also leave their jobs.

The extent to which employees are able to accept feedback will vary to a considerable degree between employees and managers will need to be able to cope with such variations .That is ,they will need to 'know' their people as individuals, and this itself will be a reflection of the development of managers.(Bratton and Gold,2000,p.286).

One possible reason for the widespread dissatisfaction with performance appraisal in organization is that the systems used by organizations do not help them or their employees meet the desired goals.(Murphy and Cleveland.) It has been shown that individuals are motivated to seek feedback (if it is seen as a valuable resource) to reduce uncertainty and to provide information relevant to self evaluations (Ashford, 1986).

PA Underlying Theories

2.1.1.12 Goal Theory

According to Laham and Lock (1979), Goal theory highlights four mechanisms that connect goals to performance outcomes; direct attention to priorities, stimulates effort, and challenge people to bring their knowledge and skills to increase their

chances of success. The more challenging the goal is, the more people will draw on full repertoire of skills. The theory underpins the emphasis in performance management on setting and agreeing objectives against which performance can be measured and managed

2.1.1.13 Control Theory

According to (Armstrong, 2009) Control theory focuses attention on feedback as a means of shaping behaviour. As people receive feedback on their behaviour they appreciate the discrepancy between what they are doing and what they are expected to do and take corrective action to overcome the discrepancy.

2.1.1.14 Social Cognitive theory

According to (Bandura, 1986) Social cognitive theory is based on one's control concept of self efficacy. This suggests that what people believe they can or cannot do powerfully impacts on their performance. Developing and strengthening positive self belief in employees is therefore an important performance objective.

2.1.1.15 Expectancy theory (Vroom's, 1964)

According to (Mullins L., 2002), (Draft, 2003) Huczynski and Buchanan (2001) Vroom's expectancy theory (1964) refers to employee's belief that they are capable of influencing their performance through increasing effort. Expectancy theory is based on the idea that people try to achieve certain outcomes from their behavior over others because they can anticipate that these outcomes can give them feelings of satisfaction. The anticipated satisfaction from one outcome is called valence. Valence of certain outcome most of the times derives from other outcomes which they are expected to deal. The valence of outcomes derives from other outcomes to which they are expected to lead. The valence of outcomes derives from employees' instrumentality. Instrumentality reflects to employees' knowledge that an outcome in performance will result in an increase of rewards. Employees therefore try to perform well because they derive satisfaction through this and believe that (their performance will lead to all outcomes (pay, fringe benefits, promotion etc.)) (Mullins 2002).

2.1.1.16 Two -Factor Theory (Herzberg's 2002)

His theory is actually based on Maslow's hierarchy of needs but distinguished needs in hygiene factors and motivators or growth factors. Herzberg, highlighted that when in a company hygiene factors do not exist (e.g. salary, job security, working conditions, level and quality supervision, company policy and administration and interpersonal relations) employees are dissatisfied and these factors exist, this does not mean that the employees are motivated or satisfied. This is because based on his research the opposite of dissatisfaction is satisfaction only semantically and not when it comes to understanding the behavior of people in their jobs (Herzberg, 2002).

2.1.1.17 Motivation Theory

Mullins (2002) and Daft (2003), motivation is made up of forces internal or external which are direct the way and persistence of action through enthusiasm. According to Daft (2003), employee motivation affects productivity and consequently profitability of the company. Therefore, the managers try to channel motivation towards the accomplishment of organizational goals (Daft 2003). There are many motivation theories, which may be used by employers in order to affect employees' performance in a kind of bargaining, both individual and process theories. As a combination of Mullin's (2002) and Daft's (2003) literature, content theories are about those things that really motivate an individual's behaviour. These are factors that define employee attitude like employee needs, and what they do in order to satisfy them. Process theories are about how behaviour is initiated, directed and sustained. These theories are focused on thought process that influences behaviour. Example of these theories include Maslow's hierarchy of needs theory (1943), McClelland's acquire needs theory (1961), and Herzberg's two factor theory (2002). Examples of process theories include Vroom's expectancy theory (1964) and Adam's equity theory (1965)

2.1.1.18 Acquired Needs theory (McClelland's 1961)

"The McClelland's acquired needs theory proposes that certain types of needs are acquired during individual lifetime. In other words, people are not born with these needs but may learn them through life experiences' (Daft 2003).

The three needs most often studied are first, need for achievement, which is defined as a need for accomplishing something difficult, to master physical objects, human beings or ideas, to attain high standards and to surpass others (Huczyriski & Buchanan 2001). Second is the need for affiliation, which is defined as the need to “form close personal relationships, to avoid conflicts and establish warm friendship (Daft 2003). Additionally, people with high need for affiliation prefer to spend more time in social relationships and joining groups (Huczyriski & Buchanan 2001) and third is the need for power, People who have high power are people who desire to control and influence others and to have authority over them. (Daft 2003)

2.1.1.19 Equity theory (Adam’s 1965)

“Adam’s equity theory suggests that people are motivated to seek social equity in the rewards they expect for performance”

Based on Huczyrisk and Buchanan (2001) equity theory, motivation is a function of fairness and social exchange. People are motivated by fairness need the input of their contribution to be equal with the output, which is pay, recognition, benefits and promotions. In case that an employee has feelings of inequality the following may arise: first increasing or decreasing the level of his or her performance, second trying to change outcomes (e.g. pay) without changing the input, third trying to avoid the existence situation by requesting for a transfer or resigning from the organization, fourth trying to influence others input and fifth distorting his or her input or outcome in order to achieve equity (Mullin’s 2002).

2.1.1.20 Justice Theory

More recently, Roch and Shanock (2006) used exchange theory to incorporate all four justice dimensions into one theoretical framework. They found that procedural, interactional, interpersonal, and informational justice were related to social relationships, either with the organization (i.e. procedural justice) or with the supervisor (i.e. interactional, interpersonal, and informational justice), whereas distributive justice is related more to an economic exchange relationship. In the current study, we draw upon this integrative framework and apply it specifically to a performance appraisal context. This conceptualization may hold the key to

explaining employees' perceptions of fairness concerning their performance appraisals and appraisal systems. Below we discuss relevant performance appraisal literature pertaining to each of the four justice dimensions.

Procedural justice perceptions; According to Rosenzweig and Nohria, (1994) model, judgments will depend on the relative weighting of the perceived fairness of the structural components of the performance appraisal procedure. Three specific procedures have shown prominence in the performance appraisal research (assigning raters, setting criteria and seeking appeals). Folger et al. (1992) and the subsequent empirical work by Taylor et al. (1995) emphasized the importance of setting criteria and seeking appeals. Silverman and Wexley (1984) found that participation in construction of behaviorally anchored rating scales led to favorable perceptions regarding the performance appraisal interview process and outcomes. Stratton (1988), found that perceptions of appeal procedures were positively related to evaluations of supervisors, trust in management, and job satisfaction.

Distributive justice perception; Distributive justice is deeply rooted in the research of the original equity theorists. There are two types of structural forces associated with the distributive justice of a performance appraisal as an outcome. The first type is decision norms (e.g. equity). Receivers of distributions structured to conform to existing social norms, like equity, typically believe that the distributions are fair. Raters, however, may also feel driven to develop appraisals that conform to other distribution norms such as equality, need, or social status which may seem unfair to those being rated (Leventhal, 1980). The second type of structural force relates to the personal goals of the rater (e.g. to motivate, teach, avoid conflict or gain personal favor). Whether employees consider a particular appraisal as fair or unfair can depend on their perceptions of the rater's goals. Employees may consider an appraisal as fair if they perceive that the evaluator is trying to motivate them, improve their performance or expand their perceptions of their own capabilities. Goals that may not be perceived as fair can include conflict avoidance, favoritism and politics.

Interpersonal justice perceptions; Interpersonal justice concerns fairness perceptions that relate to the way the rater treats the person being evaluated. Greenberg (1986) provided evidence that individuals are highly influenced by the sensitivity they are shown by their supervisors and other representatives within the organization.

This is especially true when raters show concern for individuals regarding the outcomes they receive. Specifically, Greenberg found that apologies and other expressions of remorse by raters have been shown to mitigate ratees' perceptions of unfairness.

Informational justice perceptions; Informational justice concerns fairness perceptions based on the clarification of performance expectations and standards, feedback received, and explanation and justification of decisions. Like procedural justice, the focus is on the events which precede the determination of the outcome, but for informational justice, the perceptions are socially rather than structurally determined. Information about procedures can take the form of honest, sincere and logical explanations and justifications of any component of the allocation process. In the context of performance appraisals the most common interactions will involve the setting of performance goals and standards, routine feedback, and explanations during the performance appraisal interview.

The theoretical bases of performance appraisals are equity and expectancy theories (Kellough and Nigro, 2002; Perry, 2003; Risher, 2002; Vroom, 1964) and path-goal theory (Armstrong, 2006). Equity simply means fairness. Workers are motivated when they discover that they are treated fairly in compensation, promotion and that there is transparency in their evaluations. Workers reduce their efforts if they feel that they are treated inequitably (Fulk, Brief and Barr, 1985; Hyde, 2005).

Expectancy theory (Vroom, 1964) indicates that employees will be motivated to exert high level of effort when they believe that their efforts will lead to higher performance higher performance will lead to rewards and rewards are valuable to them. This effort will lead to good performance appraisal and followed by organization rewards such as bonus, salary increment or promotion which later satisfy personal goals (Vroom, 1964). Goal-setting theory (Locke and Latham, 1979)

states that motivation and performance are higher when individuals are giving specific goals, when goals are difficult but accepted and when there is feedback on performance. Motivation and performance will improve if people have challenging but agreed goals and receive feedback (Armstrong, 2006).

It is the researcher's opinion that, there are benefits of linking performance measurement to rewards include providing a powerful means of linking and communicating the organisation's strategy to all levels employees, and motivating employees by clarifying goals and targets. The constructive performance appraisal can assist in motivating employees, as well as ensuring clear expectations and the desired actions needed to achieve organisational outputs.

2.2 Empirical literature review

There are number of studies conducted which relate to study on performance appraisal, (Bangura, 2006) argues that performance appraisal must be ongoing process. The performance appraisal cycle should commence on an employee's first day or on the first day of the performance cycle (The day following the last review) .Performance should be evaluated continually, feedback should be provided on an ongoing basis, and the opportunity for work discussion should be available at all times. Unless the appraisal process is continual, there is like hood that performance will not improve in the course of the year. Therefore, in order to improve employee job performance continuous or frequent performance appraisal should be in place all the time to enable individual employee to get feedback about his or her job performance.

Alo (1999) observed that performance appraisal as a process involving deliberate stock taking of the success, which an individual or organization has achieved in performing assigned tasks or meeting set goals over a period of time. It therefore shows that performance appraisal practices should be deliberate and not by accident. It calls for serious approach to knowing how the individual is doing in performing his or her tasks. (Atiomo, 2000) agrees with (Fajana, 1997) that performance appraisal is a system which provides organizations with a means of identifying not only what employee's performance levels are but which areas those levels need to be

improved if maximum use is to be made of human resource. According to (Atiomo, 2000), every organization should ensure that the individual is clearly aware of what his functions and responsibilities are to make performance appraisal effective. Rao (2008) insists that performance appraisal is the process through which an organization takes stock of its manpower in terms of its present performance, the aptitude and interest of each person, his/her strengths and weaknesses and his/her potential for growth. The data emerging from such an exercise constitutes the primary database for individual development and should be communicated to the subordinate.

The above comment of Rao is useful because one of the major issues in performance appraisal is feedback. If one's performance is not communicated to him or her, there would be no way the person's performance would improve in the subsequent future, which would definitely defeat the purpose of performance appraisal. For example in a public service, if managers fail to give feedback to their subordinate in terms of strengths and weaknesses, the subordinate's future performance would be in jeopardy. Likewise, the heads of departments, sections or units within the public service should communicate the performance of their subordinates to them at the end of every appraisal exercise and discuss the outcome of the appraisal exercise with the subordinates during performance counseling exercise for the sake of improving their performance in the future.

The significance of feedback to the appraisal process as well as to the broader management process has been widely acknowledged by many scholars. (Bernerdin and Beatty, 1984, Ilgen e tal, 1979, Lawler, 1994 Murphy and Cleveland, 1995) insist on the role of appraisal feedback at first, they argue that from the organization point of view, feedback keeps both its members' behaviour directed towards desired goal and stimulates and maintains high level of effort (Vroom 1964). From the individual's point of view, feedback satisfies a need for information about the extent to which personal goals are met (Nadler 1977) as well as a need for social comparison information about one's relative performance (Festinger, 1984).

Second, feedback potentially can influence future performance (Ilgen et al, 1979, Kluger and DeNisi, 1976), and, third, it is believed to play a significant role in the development of job and organisational attitudes (Ilgen et al 1981, and Tylor et al 1984). Performance appraisal feedback should include information on how to improve performance, along with information about what areas of performance need improvement. The frequency of feedback is also important. The rating scale should focus on results as much as on process, thus feedback is not only important to individuals but also to organization because of its potential influence on employee performance and a variety of attitudes and behaviour of interest to organizations.

Cumming (1972) argues that the overall objective of performance appraisal is to improve the efficiency of an enterprise by attempting to mobilize the best possible efforts from individuals employed in it. Such performance appraisals achieve four objectives including salary reviews, development and training of individuals, planning job rotation and assisting in promotions. (Mamoria, 1995) and (Atiomo, 2000) agree that although performance appraisal is usually thought of in relation to one specific purpose, which is pay, it can in fact serve for a wider range of objectives which are; identifying training needs, improving present performance of employees, improving potentials, improving communication, improving motivation and aids in pay determination.

Performance appraisal has been considered as a most significant and indispensable tool for an organization, for the information it provides is highly useful in making decisions regarding various personnel aspects such as promotions and merit increases.

Performance appraisal measures also link information gathering and decision-making processes, which provide a basis for judging the effectiveness of personnel subdivisions such as recruiting, selection, training and compensation. If valid performance appraisal data are available, timely, accurate, objective, standardized and relevant management can maintain consistent promotion and compensation policies throughout the total system (Smith, 1977).

Performance appraisal also has other objectives, which (McGregor, 1957) says that it includes, provision of systematic judgment to the organization to back up salary increases, is a means of telling a subordinate how he is doing and suggesting needed changes in his behavior, attitudes and skill, competences or job knowledge. It lets him know where he stands with the boss and is being used as a base for coaching and counseling the individual by the superior.

Competent appraisal of individual employee performance in public sector serves to improve the overall effectiveness of the public service. According McGregor (1957), the three main functional areas of performance appraisal systems are, administrative, informative, and motivational. Performance appraisals serve an administrative role by facilitating an orderly means of determining salary increases and other rewards, and by delegating authority and responsibility to the most capable individuals. The informative function is fulfilled when the performance appraisal system supplies data or information to managers and employees about individual strengths and weaknesses. Finally, the motivational role entails creating a learning experience that motivates employees to improve their job performance. When effectively used, performance appraisals help employees and managers establish goals for the period before the next appraisal and therefore improve job performance.

Employees, managers, and organization all get benefits from effective performance appraisals. Employees, benefit in a number of ways for example, they discover what is expected of them and are able to set goals to improve job performance. They also gain a better understanding of their faults and strengths and can adjust working attitudes and behaviour accordingly.

In addition, performance appraisals create a constructive forum for providing feedback to employees about individual behavior, and for allowing them to provide input to their managers in order to improve performance. Finally, employees are given assistance in creating plans to improve behaviour, and are able to get a better grasp on the goals and priorities of the organization.

Managers gain from well evaluations as, they are able to effectively identify and measure trends in the performance of their employees, and to more accurately They

also get a better understanding of their workers' needs and expectations. Managers are able to use the information or data from performance appraisal to assist their subordinates in planning long-term and short-term goals and career objectives, and to tailor their job responsibilities to make fuller use of their skills. Importantly, the performance appraisal process helps managers to make informed decisions about promotions and assignments based on applicable facts.

2.2.1. Theory and Concept of OPRAS

The open performance review and appraisal system (OPRAS) adopted in July 2004. This is a distinctive tool in the history of human resource management (HRM) in the Tanzanian public service. OPRAS is one of the major tools critical to the adoption and nurturing of the performance management culture in the Public Service (Shitindi, 2009). The use of performance appraisal has increased over the last few decades although the practice of formally evaluating employees has existed for centuries. As early as the third century AD, Sin Yu, an early Chinese philosopher, criticized a biased rater employed by the Wei dynasty on the grounds of what he claimed “The Imperial Rate of Nine Grades seldom rates men according to their merits but always according to his likes and dislikes” (Patten, 1997).

The open performance appraisal system is the method through which the expectations of interest to both (employee and the organization) can be met at will. With this method, they both discuss the goals and objectives which were communicated and mutually agreed by both, the employee and management, interactively. Biases are highly reduced by this method, while motivation and organization effectiveness is intensified.

Tom (2004), comments that, in recent years open performance appraisal has been driven more by large scale organizational changes rather than theoretical advances in the study of performance appraisal. The advent of downsizing, decentralization and delaying flexibility of the public workforce, the move to team working and the after wave of culture change programs and the new managerial initiatives such a total

quality management (TQM), competence and particular investors in people, has triggered the open performance appraisal system.

This is the tool that aligns Objective of the individual officer with that of the department/division/unit/section to the overall strategy and objective of the organization used in all public service institutions, (PO-PSM 2006 pp 1)

The main goal of OPRAS is to maximize organizational performance through a process of continuous improvement, which entails conducting performance reviews that focus on the future rather than the past (Hartog et al., 2004).

The open performance review and appraisal system (OPRAS) has different characteristics which distinguish it from other appraisal system. This making it more effective and efficient performance tool to be pursued by organizations (Sylvester, 2010).

Here below are some of the characteristics:

Openness: This gives to both employees and employers in an organization the opportunity to discuss and agree in an open manner organizational and individual objectives that are to be achieved in a given year.

Participation: Involves employees in the process of setting objectives, performance targets and criteria as well as determining, assessing and recording performance.

Accountability: Individual employees are required to sign annual performance agreements and account for their performance against agreed objectives, targets, performance criteria and resources allocated for each activity.

Ownership: Shows the linkages between individual objectives and the overall organizational objectives in a given period. This helps the employees to understand their own role and contribution and subsequently creates commitment in achieving organizational goals.

Feedback: Employees must be informed about the method and purpose of the performance appraisal and also notified probably orally or writing too about the result of their performance. Therefore with those characteristics above, if OPRAS

implemented well will improve performance and accountability to the organization. Apart from characteristics, the system has advantages to the organization and employees in Tanzania (Mkunda, 2005).

2.2.2. Advantages of OPRA'S to the organization

Valuable appraisal information can help organization for manpower planning and Development plan of the individual employees as well as in compensation and promotion.

Better and timely service provisional to public servants is another advantage of implementing OPRAS in the public service OPRA'S has the ability of holding the bureaucrats accountable for their action. Since the public officer aware on what they are required to do according to the agreement hence makes them be accountable and perform according to the agreed objective and time.

2.2.3 Advantages of OPRAS to the employee

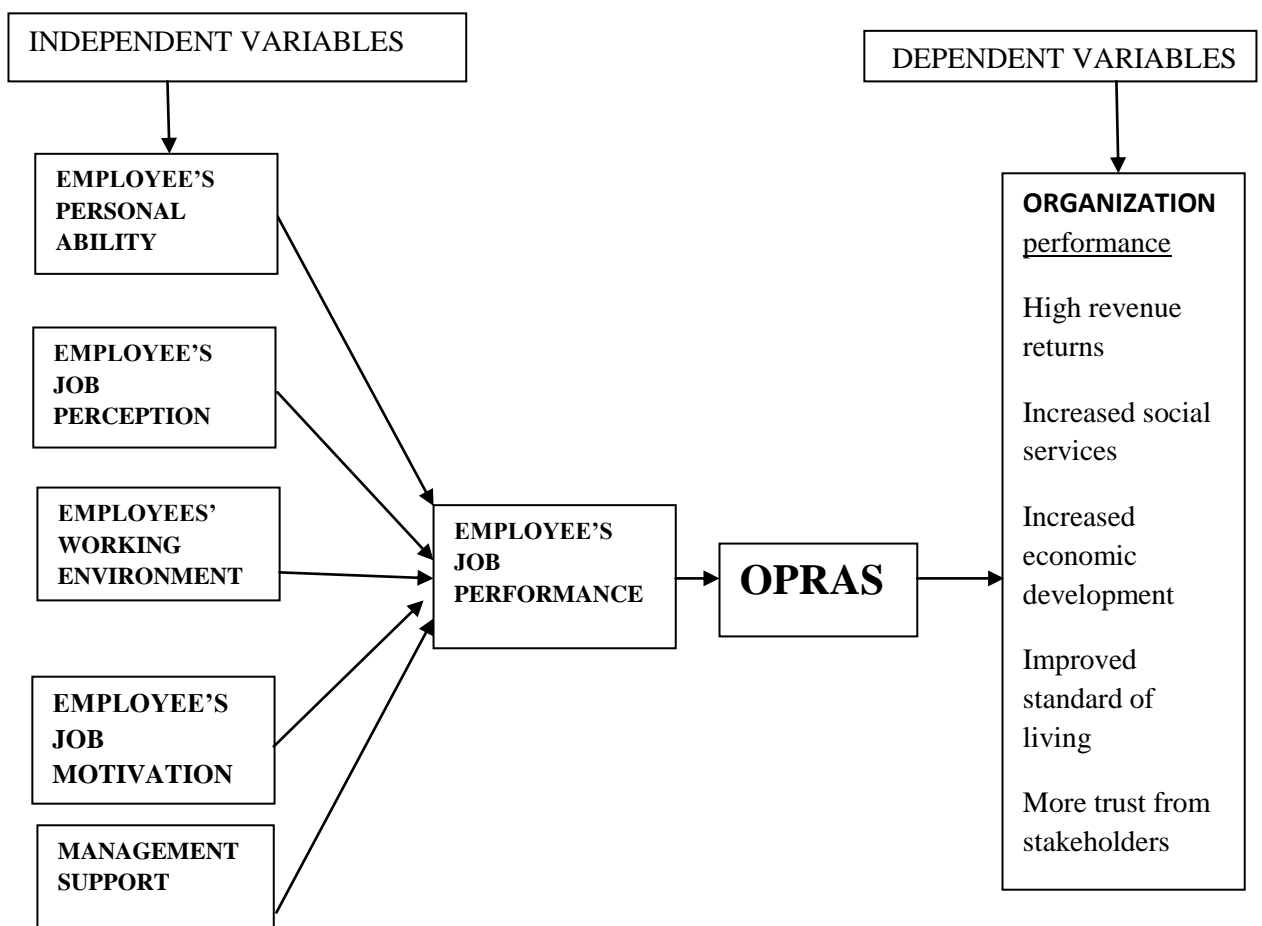
- Motivated to perform effectively and efficiently since continuously recognition.
- Training and development opportunity is available since the performance gape can be identified through performance review system and development programme can be made by the organization.
- Empowered through resources planned to implement the agreed objectives.
- Improves work relation
- Improve communication skills between the employees and their managers
- Improve transparency
- Guide the employees to focus on his duties and obligations
- Enable the employees to know what is expected over him/her

Therefore effective implementation of OPRAS will hold employees responsible and accountable to their doings; this will improve service delivery and build a good image to the public hence organization development.

Research Gap

The literature review shows that there is a gap between the undertaking of performance appraisal and decision making on job promotion, salary increase and training of employees. Performance appraisal is being carried out for the sake of doing it, not for any contribution to public service performance. Public service Management and Employment Policy of 2008 insists on feedback to the employees after performance appraisal in order to improve job performance of an individual employee, and the information obtained from appraisal should be the basis for promotion, salary increase and training needs.

Figure 2.1 Conceptual Framework



Source: researcher (2013)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This Chapter describes how the present research study was conducted. The chapter outlines the choice of research approach and study design that have been conducted to the study at hand. The chapter defines the participants that were involved in the present study, the measuring instrument used, the procedures that were followed and the statistical techniques used to analyse the data.

3.1 Research design

The research involved case study design. The design which basically gives explanation of the phenomenon in depth and is a method used to narrow down a very broad area of research to make it small so as to be manageable per the resource available to the researcher. As the requirement of this study (i.e. to give a clear understanding of the phenomenon), the researcher decided to use the case study design to fulfill that requirement. In testing the research hypothesis, both qualitative and quantitative analytical techniques were used depending on the types of questions asked and the respective responses from the different respondents.

3.1.1 Area of the Study

This study was conducted at Iramba District Council in Singida Region; more specifically the study was conducted in Iramba District Council Head office and Kiomboi ward. The researcher applied simple random technique to select the specified area.

3.1.2 Population of the Study

Krishnaswami (2002) define population as the target group to be studied in a particular place, while a sample is a part of the population. Population is therefore, the total collection of elements about one wish to get information. Sample is used in researches than the whole population because of costs in terms of funds, time, and materials that can be involved in surveying the whole population. In this study the population involved the employees of Iramba District Council who add up to about

285. The employees comprised of those employed at the headquarters, Ward, Village' Officers, and Functional Department Officers.

3.1.3 Sample size

For the purposes of this study a sample of 85 employees which constituted about 30% of the population which is , employees, who were selected through random and purposive sampling techniques. The heads of departments were purposively selected while other elements were selected at random. The employee register was used as study sampling frame. This is in accordance with Krishnaswami (2000), who recommends a sample of 30% as being representative enough of the entire population. .

Table 3.1 Survey Population of the Study

S/N	Group of Respondents	Number of Respondents
1.	HODs	5
2.	Assistant Officers to the HODs	13
3.	Council staff of other ranks	54
4.	Operational staffs	13
	Total	85

Source: research (2013)

Table 3.2 Sample Procedure and Sample Size

S/N	Group of Respondents	Total Survey Population	Number of respondents who were selected	Percentage of the total Respondents	Sampling Methods
1.	HODs	15	5	30%	purposive Sampling
2.	Assistant Officers to the HODs	45	13	30%	Judgmental sampling
3.	Council staff of other ranks	180	54	30%	Judgmental sampling
	Operational staffs	45	13	30%	Judgmental sampling
	Total	285	85		

Source: research (2013)

3.2 Data collection methods

Sources of data for the study were both primary and secondary. The primary data have been collected from IDC employees by using Judgmental sampling method and purposive sampling method. Secondary data was gathered from published and unpublished theoretical literatures and empirical studies.

3.2.1 Primary data collection

Data are facts, figures and other relevant materials, past and present that serves the bases for the study and analysis (Krishnaswami 2002). According to White (2002) information is categorized into two primary and secondary materials. The researcher used both primary and secondary materials in collection of data.

3.2.1.1 Questionnaires

A questionnaire is a document in which a list of questions appears for a formal survey enquiry. There are two types of questionnaires, the open ended questionnaires where respondents are free to give detailed answers or opinions, and the closed ended where the respondents are given the alternatives and asked to choose the appropriate one. In the second category respondents are not free to give unwanted details. The study used closed ended questionnaires. The methodology is appropriate because it is very wide and informative (Krishnaswami 2002) (Appendix II)

Observation

The researcher observed different events and situations regarding OPRAS filling by employees directly as they were implementing the exercise. Thus from the observation h the researcher managed to collect some information about the attitude of employees towards filling the forms.

3.2.2 Secondary data collection

Krishnaswami (2002) defines secondary data as source which have been collected and compiled for another purpose. It consists of readily available documents and already compiled statistical statements and reports whose data may be used by a researchers for their study.

The use of secondary data is expected to raise the validity and reliability of the thesis. The secondary sources used in this research include journals, reports, books, documentation, and the Internet.

3.3 Data processing and presentation

Data analysis means the computation of certain indices or measures along with searching for patterns of relationship that exists among the data groups. Analysis, particularly in the case of survey involves estimating the values of unknown parameters of the population and testing the hypothesis for drawing inferences (Kothari 1990). According to Kothari, data analysis takes place after the data have been collected. Analysis of data require a number of closely related operations such as estimation of categories, application of the categories to raw data through coding, tabulation and drawing statistical inferences.

The collected data was condensed in a few manageable groups and tables for further analysis. The researcher classified the raw data into some purposeful and categories. Tabulation is part of a technical procedure where classified data will be put into tables.

3.3.1 Data Analysis Methods

Descriptive statistics tables have been used to analyze information on all factors/variables including respondent personal information. The descriptive statistics used in the study were based on frequencies, percentages, as per the findings from the respondents.

CHAPTER FOUR
PRESENTATION AND ANALYSIS OF FINDINGS

4.0 Introduction

This chapter presents and analyzes the findings of this study, and it gives some interpretations of the findings according to the objectives, hypotheses, and theoretical framework of the study. The variables considered and analyzed are as presented in the theoretical framework of this study most of which are demographic which involve respondents' characteristics.

In this study the data collection instrument employed is the questionnaire. Questionnaires were distributed to the selected number of employees of Iramba District Council. The questions asked were of two categories. One category involved YES or NO answers while the other involved the Likerts type of questions where the respondents were required to rate them on a 1, 2, 3, point scale such that (1) = Agree (2) Neutral, (3) = Disagree.

Table 4.1: Distributed questionnaires and Returns

Questionnaire	Percentage	Returned	Percentage	Lost	Percentage
85	100	85	100	0	0

Source; Researcher's own source

Response from Questionnaire

Table 4.2 Response from respondents

Profile of respondents	Number of respondents	%	Returned questionnaires	Response rate %
Heads of Department	13	15	13	15
The officers assisting Heads of Department	10	12	10	12
Officers	54	64	54	64
Supporting Staff	8	9	8	9
Total	85	100	85	100

Source: research (2013)

Table 4.2 above indicates all eighty five questionnaires distributed to the sampled respondents, were returned. This depicts that the response was 100%.

4.2 Field Problems

Some respondents felt reluctant to participate in the study because they could not perceive any immediate benefits to them. Others complained of being fed up with answering questionnaires. The researcher sometimes was forced with the situation to take time to explain to them the purpose of the study which was an academic pursuit. Some respondents, especially Kiomboi District hospital's employee, also complained of time constraints in answering the questionnaires. This was due to constant pressure from patients needing medical services.

This, however, delayed the process collecting questionnaires since more time was needed to complete the questionnaires especially Kiomboi District hospital and some of the head of Departments and units. Some respondents refused to answer questionnaires because it was waste of time. Others who finally collected them complained that the number of questions to be answered were too many. After explaining to them the importance of this research, the exercise went on smoothly.

4.3 Ethical consideration

Permission was sought from the participants before the conduct of the study. Introductory letters were sent to the management of the selected Departments and units before the commencement of the research. No names or any identifiable information from respondents were taken as a way of ensuring the ethical principle of anonymity in research to prevent possible unfair treatment of respondents.

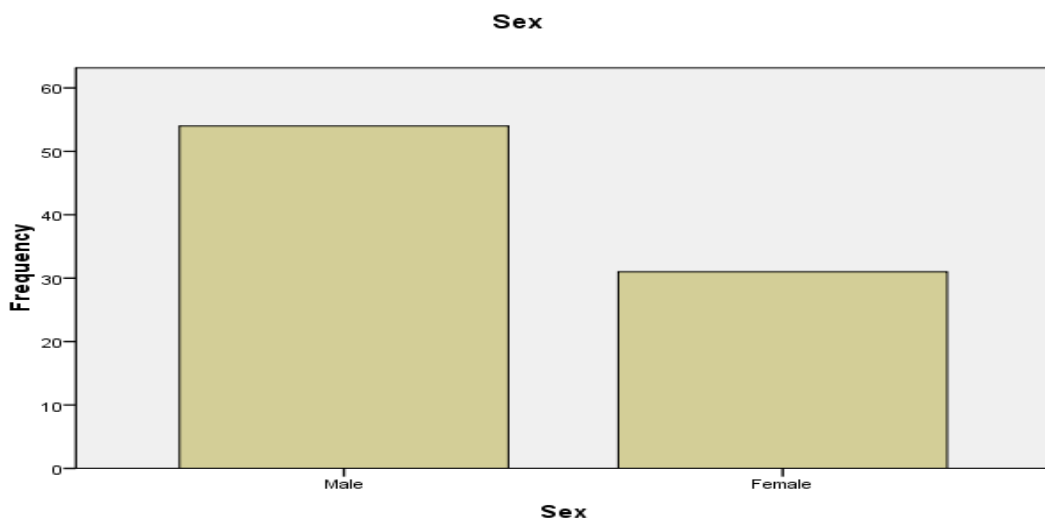
4.4 Respondents Profile

The study took into consideration the respondents occupational characteristics and their distributions to give general information about respondents and to assist the researcher understanding on the findings. Variables included here are sex, age, designation, duration with the council, and the department where an employee is working.

4.4.1 Respondents distribution by Sex

The study managed to capture both sex – females and males. The data collected revealed that 36.5% of the respondents were female, while male were 63.5%. This suggest that 63.5% of the data collected for all variables settled in this study comes from female and male made contribution of 36.5% . Figure 4.1 show the results.

Figure 4.1 Respondents distribution by Sex



4.4.2 Response by working experience

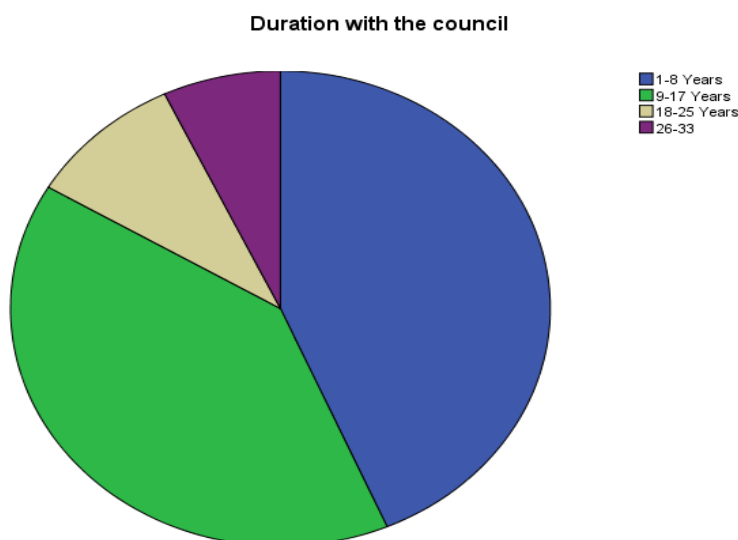
The study settled four age groups, from which, respondents asked to identify his/her group. The groups were:- between 1 to 8 years, 9 to 17 years, 18 to 25 years, and 26 to 33 years . The data collected revealed that43.5% of the respondents aged between 1 to 8 years, 34% duration between 9 to 17 years, 9.4% duration between 18 to 25 years and those stayed between 26 to 33 years were 7.1%. These findings suggest that, the study was dominated by people aged between 1 to 8 years, as this class appears to be the model class of the age groups.

Table 4.3 Respondents distribution by Working experience Groups

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-8 Years	37	43.5	43.5	43.5
	9-17 Years	34	40.0	40.0	83.5
	18-25 Years	8	9.4	9.4	92.9
	26-33	6	7.1	7.1	100.0
	Total	85	100.0	100.0	

Source: (Researcher 2013)

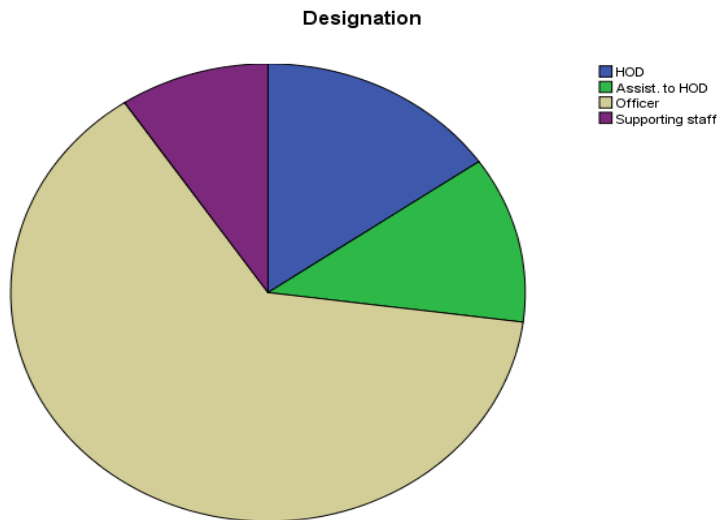
Figure 4.2 Respondents distribution by Duration of stay with the council Groups



4.4.3 Respondents Distributions by Designation

Under this point the study identified three levels of management possible; the respondents were asked to identify their designation. The management levels were: - 13 Heads of Department, Officers, and 13 supporting staff. The data collected revealed that Heads of Department respondents were 15.3%, Assistants to the head of department were 11.8 %, Officers were 63.5%, and supporting staff were 9.4%. This suggested that more than 60% the responses in this study collected from officers as appeared.

Figure 4.3 Respondents Distributions by Designation



Source: research (2013)

4.4.4 Respondents Distributions by Department

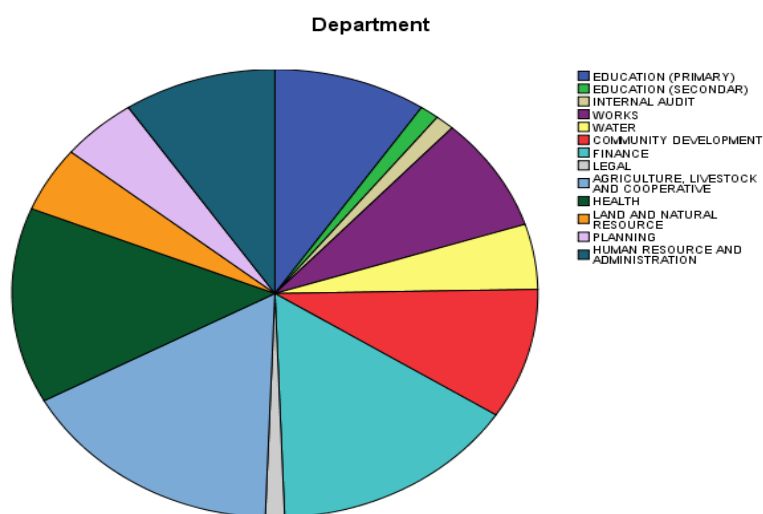
This topic used to assist the researcher in understanding the respondent distribution across departments'. The majority of respondents belong to Finance and Trade, Health, Agriculture, Livestock and Cooperative department and Human Resource and Administration department and others belongs to Human Resource and Administration, Community Development, Works, Water, Finance and Trade, Land and Natural Resources, Planning and Statistics, Education, Legal section, Internal Audit section and Cooperative.

Table 4.4 Respondents Distributions by Department

	Frequency	Percent	Valid Percent	Cumulative Percent
EDUCATION (PRIMARY)	8	9.4	9.4	9.4
EDUCATION (SECONDAR)	1	1.2	1.2	10.6
INTERNAL AUDIT	1	1.2	1.2	11.8
WORKS	7	8.2	8.2	20.0
WATER	4	4.7	4.7	24.7
COMMUNITY DEVELOPMENT	8	9.4	9.4	34.1
FINANCE	13	15.3	15.3	49.4
LEGAL	1	1.2	1.2	50.6
AGRICULTURE, LIVESTOCK AND COOPERATIVE	14	16.5	16.5	67.1
HEALTH	12	14.1	14.1	81.2
LAND AND NATURAL RESOURCE	4	4.7	4.7	85.9
PLANNING	4	4.7	4.7	90.6
HUMAN RESOURCE AND ADMINISTRATION	8	9.4	9.4	100.0
Total	85	100.0	100.0	

Source: (Researcher 2013)

Figure 4.4 Respondents Distributions by Department



Source: research (2013)

4.5 Assessment of the adequacy application of OPRAS in Iramba District Council

According to Obisi (2011) the organizational performance and its resultant efficiency and effectiveness can only be achieved when individuals are continuously appraised and evaluated. The inability of organization to install an effective performance appraisal strategy has hindered them from achieving competitive advantage which they require more now than ever before. Appraisal processes are not systematic and regular and often characterized by personal influences occasioned by organizations preoccupation to use confidential appraisal system which hinders objectivity and fairness.

To meet the vision, mission, objective, goals and targets of an organization or an institution, everyone should set clear and precise methods of PA system objectivity. If so, effective output of PA system leads an organization to prosper specially, in the environment where formal learning and other similar activities are held. As a result of, every employee's awareness leads to set and control how to implement effective PA system.

The researcher by using the questionnaire asked employees concerning the adequate application of OPRAS in public service organisation in Tanzania. Table 4.5 shows the results.

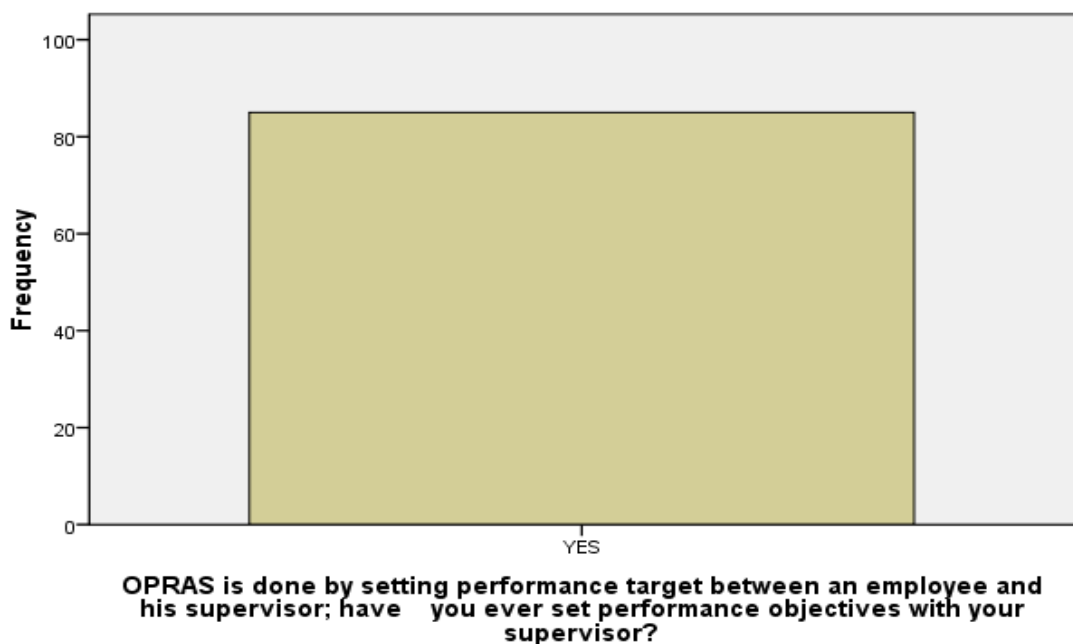
Table 4.5 Assessment of the adequacy application of OPRAS

ASSESSMENT ITEMS (VARIABLES)	YES		NO		TOTAL
	FREEQUENCY	%	FREEQUENCY	%	
Have you ever set performance objectives with your supervisor?	85	100	0	0	85
Do the filling of OPRAS and midyear review done timely?	23	27.1	62	72.9	85
Do you think OPRAS is regularly and timely carried out in your organisation?	20	23.5	65	76.5	85
Do you think OPRAS filling is a time-consuming activity?	47	55.3	38	44.7	85
s Time spent on OPRAS worth?	21	24.7	64	75.3	
Do you think that continuous assessment enables you to improve your job performance?	76	89.4	9	10.6	85

Source: (Researcher 2013)

The above data presented in table 4.5 depicts that 85 respondents equal to (100%) of the respondent employees of IDC accept that they set performance objectives with their supervisors. This implies that the supervisor and the subordinates meet to set and agree on the targets in which the employee's performance will be assessed. The study further reveals that, 27.1% of respondents agree that the filling of OPRAS and midyear review is done timely. The setting of individual employee annual targets is done in line with overall organizational objectives at the beginning of the year of assessment. After every six months, a midyear assessment is carried out for each individual to establish among other things, what the employee has accomplished, bottlenecks encountered, as well as challenges facing the jobs assigned. The final assessment is done at the end of the end of the year. 23.5% of the respondents agreed that OPRAS is regularly and timely carried out in IDC. 55.3% of respondents believed that OPRAS filling is a time-consuming activity, 24.7% of respondents believed that the time spent on filling of OPRAS is worth, while 89.4% of respondents said continuous assessment enables one to improve his/her job performance.

OPRAS is done by setting performance target between an employee and his supervisor; have you ever set performance objectives with your supervisor?



The findings also show that 100% of staff were confident in their participation in the whole process of setting performance standards and felt the mutual agreement with their supervisors. However the majority were of the opinion that, filling of OPRAS and midyear review is not done timely although the exercise seems to be time consuming.

Moreover, every employee is required to fill OPRAS forms because it is one of criteria that external assessors use in auditing the council performance.

4.6. Assessment of employees’ attitude toward the application of OPRAS in Iramba District Council

According to (Diriba, 2012) Performance appraisal should be fair and objective oriented, if it is for aligning employees to organizational goals and employees development. Fairness is emphasized more specifically; trust will be developed if management acts fairly, equitably and consistently, if a policy of transparency is implemented, if intentions and the reasons for proposals or decisions are communicated both to employees generally and to individuals, if there is full involvement in developing reward processes, and if mutual expectations are agreed through performance management. Failure to meet these criteria, wholly or in part, is perhaps the main reason why so many performance-related pay schemes have not lived up to expectations. The starting point is to understand and apply the principles of distributive and procedural justice.

Table 4.6 Employees’ attitude towards OPRAS

Assessment items (variables)	Agree 1	Neutral 2	Disagree 3	Total
The exercise of an appraisal taken seriously by appraisers and appraises	15	24	61	100
The worker is encouraged to participate in discussions	20	8	72	100
Employees have a negative attitude towards the appraisal process	71	10	19	100
Workers have misconceptions about the efficiency of the appraisal system	65	12	23	100
Misconceptions held by workers negatively affect the appraisal process	76	9	15	100

Source: (Researcher 2013)

The study revealed that majority of respondent have a negative attitude towards the performance appraisal while few disagree.

The study observed that, the appraisal process has sometimes encountered resistance from the employees based on fear of victimisation and negative ratings. Therefore, the process of appraisal and its purpose should be clearly explained and communicated to employees by the leadership at IDC.

The study revealed that the performance appraisal system can be improved, by changing the perception of the senior management toward the performance appraisal system; It is should be considered that when the performance appraisal is perceived by the top management as playing a crucial role in motivating people and consequently as having a positive impact on performance, certainly the system will be improved and will give better results.

4.7 The effectiveness of OPRAS in improving employees' performance

The effectiveness of PA system are expressed by Mathis and Jackson (1997 pp. 3364-3365) as follows. An understanding what an appraisal is supposed to do is very critical whichever of the method is used. It usually works if PA is used to develop employees as a source. When management uses appraisal as a punishment or when raters fail to understand its limitations is fails.

What and whichever the appraisal method is used, the main point is that managers and employees must understand the purposes of PA system. So, consistent with the strategic mission of the organization, useful as an administrative tool, legal as development tool, as documentation of employees" performance are points of chances to be obtained if and only if PA is practiced properly.

Table 4.7 The effectiveness of OPRAS in improving employees' performance

statement/question	Yes		No		Total
	Frequency	%	frequency	%	
Do you think the change from routine tasks to planning work and setting target going to improve employees' performance?	59	69.4	26	30.6	85
Does creation of harmonious relationship between supervisor and subordinate going to hinder OPRAS to perform effectively?	54	63.5	31	36.5	85
OPRAS is beneficial for improving the individual and organizational performance?	56	65.9	29	34.1	85
Will you improve your job performance if your inputs and outputs in your organization are not assessed?	13	15.5	71	84.5	85
Do you think that without adequate training after performance appraisal would be possible for you to improve your job performance?	21	24.7	64	75.3	85
There is a closer linkage between resources and performance objectives; do the resources meet your performance objectives?"	28	32.9	57	67.1	85
Is there performance appraisal feedback report?	23	27.1	62	72.9	85

Source: (Researcher 2013)

CHAPTER FIVE
DISCUSSION OF RESEARCH FINDINGS, CONCLUSIONS AND
RECOMMENDATIONS

5.1 Discussion of Findings

The general objective of this research was to assess the effectiveness of the implementation of OPRAS in improving employee performance in public service organizations in Tanzania.

In order to establish this, the researcher formulated three research questions which were aimed at:

- 1) Establishing the adequacy of OPRAS in assessing employees' performance in public service organizations in Tanzania.
- 2) Establishing the attitudes of employees towards OPRAS application in those organizations
- 3) Establishing the effectiveness of OPRAS practice in assessing employees' performance.

The research findings have established the following:

- 1) As regards the attitudes of workers towards the application of OPRAS in Iramba District Council, most of the respondents (76%) were of the opinion that most workers hold misconceptions towards this appraisal system which negatively affect the whole OPRAS process.
- 2) On the other hand, the study has established that most of the employees have negative attitudes towards OPRAS.

This state of affairs can be explained by the fact that in most organizations, supervisors do not tend to take the whole appraisal exercise seriously apart from their failure to allow the workers to fully participate in discussions relating to their performance. This lack of workers participation has greatly contributed towards the workers negative attitudes as revealed by the research findings in Table 4.7 above.

Regarding the effectiveness of OPRAS application, the study has revealed that both poor appraisal feedback after assessing the workers and shortage of requisite resources to carry out the jobs assigned to the workers, have made the whole appraisal system only partially effective. Harmonious relationships between

supervisors and their subordinates as well as lack of training to equip workers with skills appropriate for executing their tasks are also factors with significant contribution to this state of affairs.

On the other hand respondents agree that a performance appraisal system is necessary for improving workers performance but only if both supervisors and their subordinates take it seriously and that appropriate action is taken by management to rectify workers observed shortcomings so as to improve their performances. Lack of feedback on workers performance cuts off a vital link between supervisors and subordinates, thus adversely affecting the overall organizational performance. Due to this, workers see this process as a time wastage exercise.

On the question relating to adequacy of the application of OPRAS, the research has revealed that the laid down procedures for implementing this exercise so as to make it effective is not consistently followed. This has been revealed by the workers responses who although agree that they come together with their supervisors to set annual individual targets that need to be accomplished, they do not do so when it comes to mid –year and annual assessment. It should be noted that midyear and annual assessments plus feedback and the related management actions following the assessments are pre – requisites for making this whole exercise useful. If this is lacking, workers will not take it seriously and the whole process becomes a time wastage exercise as already pointed out above. At this juncture therefore it can clearly be stated that the OPRAS implementation at Iramba District Council is not adequately carried out.

5.2 Conclusions and Recommendations

5.2.1 Conclusion

From the study it has been revealed that OPRAS implementation process was not so encouraging in Iramba District Council. Also the training was not done to the management different levels, staffs were not well aware on the system goal across the Council. Teachers wanted to have their special OPRAS therefore they did not

filled the current OPRAS because they were saying It does not support their scheme of service.

Although the findings show that people likes the system as it was fair in measuring their performance. In the case of performance feedback the study revealed that most of the head of department they do not provide performance feedback to their subordinates after they have been evaluated by their supervisors hence hinder them to know their performance status. With this reduce commitment from them by not knowing the real importance of the system hence they didn't take serious on it.

However the study revealed that some of the employee failed to reach their performance target and objectives due to the lack of resources for meeting those targets. Hence is difficult in reaching the performance target. Also some employees they had routine work so it is difficult to identify their objectives.

5.2.2 Recommendations

In this study, the writer came up with recommendations to improve OPRAS implementations, service delivery to the public and area for future research. In order to ensure OPRAS is successfully implemented for the improvement of employees' performance Iramba District Council has to do following:-

- **There should be leadership commitment.** Heads of Department from different department should make sure that they are committed to the system goal and objectives, also should conduct midyear review and annual assessment timely and provide feedback to the employees so as to be aware of their performance gapes and also to hire their commitment on the system.
- **Leadership support** that means the system require committed leaders who support the system goals and objectives by encouraging training of the system to the public servant and involve them in setting their goals and standard of their performance.
- **Awareness Training:** Supervisors need to be informed of the types of bias that can interfere with their performance as appraisers. They need to understand that bias reduces the morale and motivation of their subordinates.

- **Self-Auditing** appraisers should not confront employees directly with criticism. Rather, they should aim to let the evidence of poor performance emerge "naturally" during the course of the appraisal interview. This is done by way of open-ended questioning techniques that encourage the employee to identify their own performance problems.
- Moreover Iramba District Council should form the appraisal committee which will review and recommend annual report for approval by District Executive Director, discuss the majors regarding staff who receiving lower grade on performance evaluation, discuss appeal which have been submitted.
- Iramba District Council should form a monitoring and evaluation committee for the system in order to identify the strength of the OPRAS and makes the corrective measures. This will involve building of M&E capacity for their staffs and identify system weakness. With this it will be easier for the correction of those drawbacks and make the system work on track.
- Employees should participate in the performance appraisal process. During the implementation process of performance target, the appraiser should make sure that the employee has the resources required to do his job and must understand the nature of the existed barriers that might prevent the employee success.
- The appraisal process must be viewed as a continuous activity rather than a one-a-year event. Performance expectations and actual performance must be discussed often and regularly
- Iramba District Council should work on these negative perceptions so as to develop the necessary attitude on employees to the performance appraisal by planning to train its management staff, officers and supporting staff and ensure continuous training about OPRAS for the newly recruited and transferred employees on how the system works its importance on their performance and for their future career development.

- Iramba District Council should ensure availability of resources for the implementation of OPRA system. Resources is important for the employee to achieve their target and objectives hence the system will run smoothly.
- Since motivation enhances employees’ moral for creativity and competition, creative mind innovates new product or services that shall improve productivity/service quality which as a result brings about maximizing efficiency and effectiveness. This eventually brings about the attainment of organizational goals. Therefore, the organization understudy and other Tanzania Public institutions in general should work hard to use the information generated through performance appraisal for motivation of employees
- In general the effective implementation of OPRA system requires the institutional and legal framework. However the legislation is not necessary and not sufficient condition in forcing people to implement the system but it is usefully for ensuring adherence of the system.

IDC should develop policy that incorporates the above recommendations as a result of this study, in order to be benefited from the employees’ performance appraisal.

5.3 Policy implications

There is a need to emphasis on performance appraisal as necessary phenomena to enhance employee job performance in public service. OPRAS to be managed properly for the variables of performance feedback, and interventions after feedback to be in place in order to improve the level of employee job performance in Public service. Also, the research has indicated that effective performance appraisal has to take into consideration other contributing factors for employee job performance, for the sake of improving employees’ job performance. Therefore, the existing human resource policies in public service have to be reviewed so as to make OPRAS more effective in improving employees’ job performance in the public service.

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APPENDICES

APPENDIX I

SCHOOL OF BUSINESS (SOB) UNIVERSITY OF MZUMBE

Questionnaire No.

Date

Dear Respondent

The attached questionnaire is a tool for collecting data to conduct a Thesis about **“assessment of the effectiveness of implementation of open performance review and appraisal system in improving employees’ performance in public service organizations in Tanzania; the case of Iramba district council”** to be submitted in partial fulfillment of the requirement for Master of the Master of Business Administration (Corporate Management) of Mzumbe University. In order, to achieve this objective, I need your participation to answer all questions thoroughly, honestly and subjectively. You are kindly reminded that all submitted information will be treated as confidential and will be of the major concern to me. Feel free to add supplementary note(s) in the case the space provided for answer is not enough for you.

Thank you for your good cooperation

Mussa Abdallah

(Researcher)

Cell: 0757 199444

Email: musabda@yahoo.com

APPENDIX II
QUESTIONNAIRE

Background Information

a. Sex: Male () Female ()

b. Designation

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c. Department/Unit

d. Year of Service

Assessment of the adequacy application of OPRAS in Iramba District Council

	YES	NO
STATEMENT/QUESTION		
Have you ever set performance objectives with your supervisor?		
Do the filling of OPRAS and midyear review done timely?		
Do you think OPRAS is regularly and timely carried out in your organisation?		
Do you think OPRAS filling is a time-consuming activity?		
Is Time spent on OPRAS worth?		
Do you think that continuous assessment enables you to improve your job performance?		

Assessment of employees' attitude toward the application of OPRAS in Iramba District Council

STATEMENT/QUESTION)	LEVEL OF AGREEMENT				
	5	4	3	2	1
The exercise of an appraisal taken seriously by appraisers and appraises					
The worker is encouraged to participate in discussions					
Employees have a negative attitude towards the appraisal process					
Workers have misconceptions about the efficiency of the appraisal system					
Misconceptions held by workers negatively affect the appraisal process					
The exercise of an appraisal taken seriously by appraisers and appraises					
The worker is encouraged to participate in discussions					

The effectiveness of OPRAS in improving employees' performance

	YES	NO
STATEMENT/QUESTION		
Do you think the change from routine tasks to planning work and setting targets is going to improve employees' performance?		
Does creation of harmonious relationships between supervisor and subordinate going to render OPRAS ineffective?		
OPRAS is a useful tool for improving individual and organizational performance.		
Will you improve your job performance if your inputs and outputs in your organization are not assessed?		
Do you think that without adequate training after performance appraisal would be possible for you to improve your job performance?		
There is a closer linkage between resources and performance objectives; do the resources meet your performance objectives?"		
Is there performance appraisal feedback report From management?		
Information generated through performance evaluation helps management in making decisions on workers pay increases and promotions.		

Please, recommend measures to improve implementation performance appraisal system, at Iramba District Council

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