

**ASSESSING THE ROLE OF PERFORMANCE APPRAISAL IN IMPROVING  
PERFORMANCE OF ZANZIBAR PUBLIC SECTOR: A CASE THE  
MINISTRY OF STATE PRESIDENT'S OFFICE LABOUR AND PUBLIC  
SERVICE**

**KHAMIS, MAKAME JUMA**

**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE  
REQUIREMENTS FOR THE AWARD OF MASTER OF HUMAN RESOURCE  
MANAGEMENT OF THE OPEN UNIVERSITY OF TANZANIA**

**2015**

**CERTIFICATION**

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled *The Role of Performance Appraisal in improving Performance of Zanzibar Public Sector: A Case Study of The Ministry of State President's Office Labour and Public Service* in partial fulfillment of the requirements for the award of the degree of Master of Human Resource Management of the Open University of Tanzania.

.....

Dr. Salum Soud Mohamed

**(Signature)**

.....

Date

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## DECLARATION

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Date

**DEDICATION**

This work is dedicated to my parents Mrs. Fatuma Makame Machano and Mr. Juma Khamis Khamis, for their dedicated upbringing filled with love and encouragement, and to my lovely wife and children Mrs. Tatu Omar Ali , Abdillah, Yussuf and Aisha for their moral support and encouragement, they accorded me during my study.

## **ACKNOWLEDGEMENT**

I would like to thank God for his grace and for his granting me good health and guidance through my study, I take this opportunity to thank those whom in one way or another have played a role to enabled me complete this research report, in particular Dr. Salum Soud Mohamed my research supervisor for his continuous advice, guidance and ideas that aimed at improving my work.

Special thanks deserve the President's Office and Chairman of the Revolutionary Council for permitting and sponsoring me to pursue this course. Apart from that , special thanks also go to the following for outstanding assistance in process of accomplishing this research exercise: Revolutionary Government of Zanzibar for giving me permission to collect data and information concerning this research, Mr. Salum M .Salum Principal Sectary, President's Office State House and Good Governance, who recommended me to join the study , Principal secretary, depute principal secretary , heads of departments and all respondents who spent their time answering questionnaire and interview and the Ministry of State President's Office labour and Public Service.

Furthermore, my special thanks and gratitude go to Mr. Siddik Juma Khamis and Mr. Kombo Asaad Kombo for their guidance and technical advice concerning this report and to my lovely parents, wife and children for their patience throughout the period of my study. Last but not least, my sincere thanks go to my lecturers, colleagues for their precious time, cooperation and encouragement while fulfilling this task.

## **ABSTRACT**

This study aimed at assessing the role of performance appraisal in improving performance in Zanzibar public sector. The study employed descriptive and analytical research approach. In addition, questionnaires were employed to get data from the employees in the ministry of States, president's office labor and civil servants. Heads of departments/ units were selected purposely to get their views concerning the problem for whom interview schedule was applied. This study indicated that the current performance appraisal in the ministry of state president's office labour and public service is ineffective. Both questionnaire and interview data revealed that the ministry has lack of officials and clear system of evaluating employees and uses only tradition methods of evaluation. Moreover, the study identified lack of performance appraisal policy and feedback provision after evaluation process. It is proposed that a system of performance appraisal in the ministry should be developed to solve the faced challenges This study recommends that the ministry should take the responsibility to prepare performance appraisal policy and strategies to be used in evaluating employees, then the government could complement the whole process; employment of experts who are qualified and able to evaluate employees in the organization; employees should fill the performance appraisal form, and then request feedback of their self assessment; and employees have to establish solidarity and cooperation among themselves which will help them to establish their own evaluation in their departments, and recommend about their rights in departments their recognition.

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## **ABBREVIATIONS**

|        |  |
|--------|--|
| IPA:   | Institute of Public Administration             |
| MBO:   | Management by Objective.                       |
| MHRM:  | Master in Human Resource Management            |
| MKUZA: | Mkakati wa kukuza Uchumi na Kupunguza Umaskini |
| OPRAS: | Open Performance Appraisal System              |
| PA:    | Performance Appraisal                          |
| PAS:   | Performance Appraisal System                   |
| RGZ:   | Revolutionary Government of Zanzibar           |
| TQM:   | Total Quality Management                       |

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the Problem**

Every organization especially public services organs operate an open performance appraisal system for all its public servants. The purpose of the performance appraisal of the public servants is to discover, evaluate and document data to enable measures to be taken for improvement of the efficiency and effectiveness of services as a continuous objective. The information obtained through performance appraisal should be used in awarding or withholding increments, planning job rotation and training programmes and in making appointments to higher post or in demotions or termination of appointment to particular post.

Every public servant is given job description in completing specific objectives that are measurable as well as indicators for the result to be achieved within 12 months. The job description is drawn up in consultation with the public servant and includes personal skills development objectives as well as operational objectives and shall be given feedback at regular intervals (Nagu, 2003). In any organization, performance appraisal is not a new phenomenon. The term is used for managing behavior of the organization so as to have a competent satisfied work force.

According (Bersh, 1975) evaluation of employees in industries are based on rating the main purpose like as to determine wages, transfers, promotion and others. It was traditionally viewed as a primary means for managing employees performance and was

administrative duty performed by the human resource manager. At that time human resource managers were the one who filled the forms and catalogue all the negative information collected for the whole year of the particular employee leading to conflicts between employers and employees.

In order to improve performance appraisal, there are various methods suggested by different scholars who tried to find out the best methods that can be used to evaluate employees and reduce certain conflict in organizations and increase productivity. In the early 1950's, performance appraisal techniques or methods began to be used for the technical professions and managerial skills. (Noe, 2003) categorizes those methods into different approaches as comparative, behavioral, management by the result and quality approach. (Gupta, 2003) also categorizes the performance appraisal methods into two forms, known as traditional methods, this mean confidential report and field review and modern methods such as assessment centre, appraisal through management by objectives (MBO).

Beside all the different methods, usually managers are advised to select an approach or method that can be best to minimize conflict among employees and contribute to the achievement of the organization goals. The presence of different methods explained, many public organization or government institutions have inadequate procedures in appraising performance of the employees. Also (Malay, 1994) "Stated that many organizations in Tanzania are using traditional methods of performance appraisal, the system is rigid and non participatory and which enhancing the colonial ligancy.

Currently, Tanzania through the president's office and public services, management has committed itself to improve staff performance by using view system called OPRAS and definitely use modern methods. Therefore, from the point above, the research attempted to explore reason why the performance appraisal activities are not conducted effectively in government institutions. So the study was conducted at the President's Office Ministry Labor and public service in Zanzibar.

## **1.2 Statement of the Research problem**

Performance appraisal is a very important system conducted for employees in all organizations. A regular and well prepared performance appraisal system enhances the effectiveness and efficiency of the delivery of service in the organization as well as creating a culture of hard work to the staff which leads to better results in achieving targets within a particular interval of time. However, it has been revealed that, most of the organizations do not apply regular and well prepared performance appraisal system. It is a common phenomenon for most organizations in Zanzibar resulting in poor performance in the delivery of service.

In recognition of the importance of performance appraisal, the Government has taken some steps to minimize public service performance problems as such during the late 1980s and 1990s cost containment reform measures including progressive disengagement from state owned enterprises, restructuring government institutions and freezing of employment in the public sector.(RGZ, 2010).

The effective delivery of public services requires efficient, effective and competent public institutions. However, the public institutions are weak and as a result delivery of poor public service to the citizens leaves a lot to be desired, the fact that does not satisfy the realization of MKUZA those strategies include improving the quality of the work force and working conditions in key growth sectors as well as Vision 2020 objectives of better utilization of human resources (MKUZA II, 2010).

There are about 30,740 employees in public sector categorized in higher, middle and lower levels. While the government insists on harder work for better results, most of middle and lower level employees have poor incomes in government sectors compared to private sectors. According to (Shein, 2014), the salary for lower level employees increased from T.shs.100, 000 to T.shs.125, 000 in financial year 2010/2011. The government reviewed lower level salaries scheme and made another changes from T.shs. 125, 000 to T.shs.150, 000 in year 2013/2014. Other remunerations are considered to be offered according to employee experience and National scheme of services.

It seems that, there are some problems affecting employees' performance appraisal in public service institutions. Unclear systems and processes for managing human resources functions, Irregular systems for performance appraisal in Government civil service institutions, lack of proper promotion procedure, and large salary gaps between senior and junior employees the fact that causes many claims among employees to employers leading to poor performance results .Although, the government introduced the public service management policy 2010, it still remains reluctant to fully

implemented. If thus, this research is specifically designed to assess the role of performance appraisal in improving performance of Zanzibar public sector.

### **1.3 Objectives of the Study**

#### **1.3.1 General objective**

The general objective of this study is to assess the roles of performance appraisal in improving performance in Zanzibar public sectors.

#### **1.3.2 Specific Objectives are:-**

1. To examine organization factors leading to performance appraisal in the public sectors.
2. To determine the effective performance appraisal methods used to evaluate employees in public sector.
3. To examine the organizational challenges that hinder performance appraisal process in public sector.
4. To assess feedback after performance appraisal process undertaken in the organization.

### **1. 4 Research Questions**

1. What are organization factors leading to performance appraisal in improving performance in the public sectors?
2. Which performance appraisal methods are used to evaluate of employees in public sector?
3. Is there any challenges that hinder performance appraisal process in public sector?

4. What is feedback after performance appraisal process undertaken in the organization?

### **1.5 Significance of the Research**

The findings from the study as the source of information are expected to contribute to the body of knowledge for better understanding of importance of performance appraisal in public sectors. The study is also useful to the government and other employment stakeholders to understand factors leading employee better performance and its hindrances, procedure and features of performance appraisal leading to better alternatives as interventions for improved performance of employees. The research as a learning document will be helpful for employees to identify gaps in their institutions in developing their performance for public interest and opportunities for their development.

On other hand, the research will encourage both employees and employers to change their attitudes toward understanding their role in economic development. The research document will be useful for academic institutions as a source of knowledge to students, lecturers and researchers.

### **1.6 Scope of the Study**

This study was conducted in Zanzibar urban District where most of public sectors are located. This study intended to assess whether performance appraisal is carried on in public sectors in Zanzibar.

### **1.7 Organization of the Study**

This research covers five chapters.

Chapter one is the introduction which involves background of the problem, statement of the problem, research objectives, research question, scope of the study and organization of the study. Chapter two explains literature reviews, conceptual definitions, theoretical literature reviews, empirical review research gap and conceptual framework. Chapter three is covers by research methodology, area of the study, research design, population of the study, sample size, sample techniques, method of data collection, data analysis methods and limitation of the study. Chapter four provides research results presentation, analysis and interpretation of data gathered from the field i.e. observation and interview. The chapter also provides responses from questionnaires, profile of the respondents, precise interpretation and finally discussion of the findings. Chapter five presents the summary, conclusion and recommendations relating to role of performance appraisal in improving efficiency in public sectors.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This section review a range of literature related to performance appraisal. It begins by giving the concepts, definitions, an overview of performance appraisal, both theoretical and empirical reviews and the variability situation in the world, Africa as well as in Tanzania. It also links the concepts and variables to identify crucial area to be studied.

#### **2.2 Conceptual Definitions**

**Appraisers:** as managers or directors who are playing role of appraising their subordinates.

**Appraisees:** These are the normal employees who are passive listening and watch the whole process when their own performance is being appraised.

**Appraisal Methods:** these are distinct approaches to appraise job performance,

**Outcome:** Are the result of performance appraisal process (Ngirwa, 2005).

##### **2.2.1 Definitions of performance appraisal**

Performance appraisal is a very important activity in any organization because it involves various activities such as evaluating employee performance in centime system participating and training. The word performance appraisal is defined by many scholars, among of them are as follows. The word performance appraisal stands for a meeting between workers and the managers in order to discuss what they are doing in their work (Macmillan E. Dictionary (2000). Kreitner (2001) shows the necessary components of performance appraisal in the work organization. He said that, performance appraisal

process has got four key components; these are appraiser, appraisee, appraisal method and outcome.

Appraisal: the act of examining someone or something in order to judge their qualities, success, or needs. So, It implies making a judgment about how well an employee is doing .It help them feel that their good work is recognized and that they are valued.  
([www.dictionary.cambridge.org/](http://www.dictionary.cambridge.org/))

According to (Khan, 2013), Performance appraisal is a formal system that evaluates the quality of an employee's performance. An appraisal should not be viewed as an end in itself, but rather as important process within a broader performance management system that links:

- i. Organizational objectives
- ii. Day to day performance
- iii. Professional development
- iv. Rewards and incentives

In simple terms, appraisal may be understood as the assessment of an individual's performance in a systematic way, the performance being measured against such factors as job knowledge, quality and quantity of output, initiative, leadership abilities, supervision, dependability, cooperation, judgment, versatility, health and the like. Assessment should not be confined to past performance alone. Potentials of the employee for future performance must also be assessed.

Thus, performance appraisal is the systematic evaluation of the individual with respect to his or her performance on the job and his or her potential for development. A more comprehensive definition is: "Performance appraisal is a formal, structured system of meaning and evaluating an employee's job related behaviors and outcome to discover how and why the employee is presently performing on the job and the employee can perform more effectively in the future so that the employee, organization and society all benefit.

In general the appraisal is highly based on results obtained by the employee in his/her job and not on the employee's personality characteristics. The appraisal measures skills and accomplishments with reasonable accuracy and uniformity. It provides a way to help identify areas for performance enhancement and to help promote professional growth and help to make effective working relationships. Thus, each employee should receive a thoughtful and accurate appraisal. The success of the process depends on the supervisor's willingness to complete a constructive and objective appraisal and on the employee's willingness to respond to constructive suggestions and to work with the supervisor to reach future good goals (<http://www.wpi.edu/>).

Appraising performance in work organization should be taken as a normal process done by all levels of managers to their subordinates. On other words performance appraisal or evaluation of individual is inevitable activity for an organizational life; this is because employees always want feedback about their performance, the thing which will help them to learn how they are progressing. Not only that but also employees expect that the employer will appraise their performance and the job has been done satisfactorily and

they will be paid their salaries and be retained as good employees. Usually performance appraisal is done periodically either quarterly, semi annually or annually depending on the policy of the organization plan. It is advised to be more than three times if subordinates working on a new or short term project (Beer, 1985).

## **2.3 Theoretical Literature Review**

### **2.3.1 Needs to Appraise Performance**

If performance appraisal reviews are done periodically, it helps supervisors gain a better understanding of each employee's abilities. It is very effective especially when the goal of an organization is to recognize achievement, to evaluate job progress, and then to design training for further development of skills and strengths. A careful review stimulates employee's interest and improves job performance. The review provides the employee, the supervisors a formal feedback mechanism on an annual basis (<http://www.wpi.edu/>).

### **2.3.2 Role of Performance Appraisal**

Performance management, in its broadest context, is a managerial process that takes major roles to link corporate objectives, performance standards and evaluation, to which the performance review, or PA, are often applied. Performance appraisal plays other roles to improve the use of resources and serve as a basis for personnel actions. To make distinctions among people, distinguish a person's strengths from his or her weaknesses, implement and evaluate human resource systems in organizations, and document personnel decisions. It also helps to describe and emphasize in making decisions between-personal decisions in organization, for instance for promotions or

termination decisions or salary administration and this purpose of the PA will remain the focus of the present study. However success of any PA system depends upon its degree of fairness.

The relationship between job satisfaction and job performance has been the concern of many studies. Performance appraisal shows Job satisfaction to the employee's pleasurable or positive emotional state as a result of the appraisal of one's job and job experiences. For the long-term effectiveness of the organizational system is important for employee's satisfaction. If employees are not satisfied with Pas, they will not see the added value arising from it. Some other studies suggested that appraisal satisfaction is a key factor leading to job satisfaction. PA also affects turnover intention that is, leaving the present job to look for another job hence affecting actual turnover. One of the preeminent purposes of appraisals is to positively affect future performance. the basic roles of conducting PAs is to improve the performance of the affected employees towards organization goals and increase capacity of employees' perceptions of being valued and being part of an organizational.

PAs is an effective tool for managers to enhance their organizational effectiveness and enhance improving performance and building both job satisfaction and organizational commitment.

Alternately, it lowers down the turnover levels of employees. The employees who are satisfied with how PA conducted in any organization have lower turnover intentions.

This is why Performance appraisal in performance management is considered critical tool reduced job satisfaction (Adnan, 2010).

The theoretical literature review for this study is based on motivation theory, Theory X and theory Y, human relation theory, Maslow hierarchy of needs theory, expectancy theory, the performance regulation perspective, and concept of individual performance.

### **2.3.3 Theory X and Y**

Douglas McGregor's Theory X and Y (1960) focused on management's assumptions about employees; managers who view subordinates as willing, cooperative, and responsible (Theory Y) treat them differently from managers who take the opposite view point (Theory X). Since Theory Y managers have different expectations, they structure the work environment opportunities to take on more responsibilities. Michael (2011) if organizational goals are to be met, theory X managers rely heavily on threat and coercion to gain the employees compliance. Theory Y presents a different orientation about the relationship between managers and employees. In this theory management assumes employees may be ambitions and self motivated.

Theory X and Y in this study helps researcher to relate employees and management in making decision which acts as the motivation to employees to be involved in performance appraisal in public organizations, and through motivation employees increase their job performance. McGregor argued that most employees already had their physical and safety needs met and that the motivational emphasis had shifted to the social, self-esteem, and self actualization needs. Therefore, management had to provide

opportunities for these upper level needs to be met in the workplace, or employees would not be satisfied or motivated in their jobs. Such opportunities could be provided by allowing employees to participate in decision making, promotion, authority and redesigning jobs to make them more challenging, or by emphasizing good work group relations, among other things (Koontz and Weihrich, 1990).

#### **2.3.4 Hygiene Theory**

Frederick Herzberg's motivation hygiene theory (1987) went even farther, positing that workers were not motivated by extrinsic factors such as salary, working conditions, and job security but by intrinsic factors such as achievement, recognition, and responsibility. If the motivation hygiene theory holds, management not only must hygiene factors to avoid employee dissatisfaction, but also must provide factors essential to work itself for employees to be satisfied with their jobs.

#### **2.3.5 Maslow's hierarchy of needs Theory**

Abraham Maslow believed that workers need to feel a sense of belonging to an organization. Humans need to feel a sense of belonging and acceptance among their social groups, regardless if these groups are large or small. For example, some large social groups may include clubs, Co-workers, religious group, professional organization and sports teams. Examples of small social connections include family members, intimate partners, colleagues and confidants.

Abraham Maslow's theory of motivation saw the human needs are in the form of hierarchy, ascending from the lowest to the highest and concluded that when one set

needs is satisfied this kind of needs cease to be motivator. He categorized the hierarchy of needs as follows. Psychological needs for sustaining human life its self, such as food, water, warmth, shelter and sleep. Safety needs based on needs to be free of physical danger and the fear of losing the job, property, food or shelter. Affiliation or acceptance needs explain that peoples are social beings, so they need to be accepted by others. Esteem needs ,according to Maslow, once people begin to satisfy their needs , they tends to be held self esteem both by themselves and others in terms of satisfaction as power, prestige status and self confidence.(Koontz and Weihrich,1990).

According to this theory, it emphasizes that, the performance of any employees is influenced by number of factors.

### **2.3.6 Human Relation Theory**

George Hawthorne Mayo believed that organizations should see and treat the workers as human beings. The human relations between employee and management of the institutions might be more successful if managers would begin to consider the employees individual and social needs (Holden, 2000). Managers who hold Human relation theory of participation believe simply in involvement for the sake of involvement, arguing that as long as subordinates feel that they are participating and are consulted, their ego needs will be satisfied and they will be more cooperative (Richie and Miles. 1970). Job satisfaction and employee commitment receive considerable attention from industrial and organizational psychologists, management scientists, and sociologists. Miles (1975) led to the conclusion that managers actually subscribe to two models: one for subordinates and the other for themselves hence the adoption of the



human relations and human resources models. The human relations model accepts the fact that people share a common set of needs: to belong, to be liked and to be respected while the human resources model professes that people not only share the needs to belong and be respected, they also desire to contribute effectively and creatively to the accomplishment of worthwhile organizational objectives.

Secondly, people want to feel useful to their organization according to the human relations model. The human resources model has it that people not only feel useful to their organizations, but they are capable of exercising far more initiative, responsibility, and creativity than their present jobs, or work circumstances require or allow. According to the human relations model people tend to co-operate willingly and comply with goals if the needs to belong and liked are fulfilled. The human resources model professes that the capabilities to contribute to the achievement of the objectives represent untapped resources, which are presently being wasted. This will increase employee's job performance. On the other hand the subordinate's expectation in the human resources model are that the overall quality of performance will improve as an organization executives make use of the full range of experiences.( Bratton and Gold ,2007).

### **2.3.7 The Expectancy Theory**

In This theory Psychologist Victor H. Vroom explains that people will be motivated to do things to reach the goal if they believe in the worth of the goal and if they can see that, what they do will help them in achieving it. People's motivation toward doing

anything will be determined by the value they place on the outcome of their efforts (Koontz and Weihrich, 1990).

### **2.3.8 The Reinforcement Theory**

(Koontz and Weihrich, 1990) emphasized the Psychologist B.F. Skinner's (1938) philosophy that, an individual can be motivated by proper design of their work environment and praise of their performance and punishment for poor performance produce negative results. He analyzed the work situation to determine what causes workers to act the way they do, and then they initiate to eliminate troublesome areas and obstructions to performance. Specific goals are set with workers participation and assist to prompt and regular feedback is made available and performance improvements are rewarded with recognition and praise. Even when performance does not equal goals, ways are found to help them and praise them for the good things they do.

### **2.3.9 A Pay-for-Performance Structure**

Annually, the organization evaluates each employee's performance. In the case where an employee has changed jobs part-way through the appraisal period, both of the employee's supervisors during the appraisal period should submit an appraisal of the employee's performance. During the performance evaluation process, the most recent job description on file should be reviewed and updated if necessary via the position description modification process. When performance appraisal used as intended, a pay-for-performance structure achieves the goal of rewarding truly top performers with merit increases that match their achievements and contributions. (<http://www.wpi.edu/>).

### 2.3.10 Key elements to effective employee appraisal

For the purpose of making better performance employees, (Riley, 2012) explained elements to the appraisal, there are four key elements to effective employee appraisal;

1. Set objectives - decide what is needed from employees and agree these objectives with them. If appropriate, set timescales for achieving them.
2. Manage performance - give employees the tools, resources and training they need to perform well. If appropriate, set timescales for achieving objectives.
3. Carry out the appraisal - monitor and assess employees' performance, discuss those assessments with them and agree on future objectives.
4. Provide rewards/remedies - consider pay awards and/or promotion based on the appraisal and decide how to tackle poor performance. ([www.tutor2u.net](http://www.tutor2u.net)).

### 2.3.11 Objectives of Performance Appraisal

**Salary increase:** Performance appraisal plays a role in making decision about salary increase. Normally salary increase of an employee depends upon how he is performing his job. There is continuous Evolution of his performance either formally or informally. This may disclose how well an employee is performing and how much he should be compensated by way of salary increase.

**Promotion:** Performance appraisal plays significant role where promotion is based on merit and seniority. Performance appraisal discloses how an employee is working in his present job and what his strong and weak points are. In the light of these, it can be decided whether he can be promoted to the next higher position.

**Training and Development:** Performance appraisal tries to identify the strengths and weakness of an employee on his present job. This information can be used for devising

training and development programmes appropriate for overcoming weakness of employees.

**Feedback:** Performance appraisal provides feedback to employees about their performance. A person works better when he knows how he is working. This works in two ways, firstly, the person gets feedback about his performance. Secondly, when the person gets feedback about his performance, he can relate his work to the organizational objectives.

**Pressure on Employees:** Performance appraisal puts a sort of pressure on employees for better performance. If the employees are conscious that they are being appraised in respect of certain factors and their future largely depends on such appraisal. Others are Identifying systemic factors that are barriers to, or facilitators of, effective performance and confirming the services of probationary employees upon their completing the probationary period satisfactorily (Khan, 2013).

On other hands, (Hunnes et al, 2012) observed that the key idea of performance appraisal is to establish a reward system that optimizes the efforts and contribution of leaders and employees to the general performance of their organization. The propagation of performance appraisal systems is motivated by a broad range of concerns, including promotions, terminations, salary administration, and the development of adequate competence and expertise. Performance appraisal may be useful both in the cross-sectional dimension for comparison between individuals) and for the time dimension (for comparison of individual performance over time.

There are many suggestions dominated by psychologists focused on the psychometric properties of appraisal, in particular the role of supervisors and the precision on their performance evaluations. Other psychologists put more emphasis on worker reaction to appraisals and the social context in which appraisal occurs. Issues of employee satisfaction with performance appraisal systems are explored by Boswell and Benson (2000) and Brown and Benson (2003), who both argue that individual involvement and development opportunities play an important role for the success ratio of performance appraisal systems. However, there is a relationships between performance appraisals on the one hand and employee outcomes in terms of performance, organizational commitment and turnover intention on the other. The motivational issue play an important role for the efficiency of performance appraisal systems. The trust between employees and leader for its acceptance plays a big role in performance appraisal systems (Hunnes et al, 2012).

### **2.3.12 Performance Appraisal Process**

Different authors have stressed on the performance appraisal process and have pointed out various stages to be followed in that particular process; from the website ([www. co. penillas](http://www.co.penillas)). The necessary events that should be under taken during the appraising activities are as follows:

- i) Ask employees to complete self appraisal form (optional)
- ii) Review notes related to employee performance
- iii) Review performance expectations and key responsibilities for the position.
- iv) Rate employees on all applicable criteria
- v) Prepare preliminary employee evaluation for reviewing authority

- vi) Plan for specific corrective and/or development actions
- vii) Write the final appraisal.

### **2.3.13 Systematic Procedures of Performance Appraisal**

According to (Robinson, 2001), the performance appraisal process is a potential minefield of problems. For instance the appraiser can make leniency, halo and similarity errors or use the process for political purposes. Some appraisers bias their evaluations by unconsciously favoring people who have qualities and traits similar to themselves. And of course some appraisers see the evaluation process as a political opportunity to overtly reward or punish employees they like or dislike respectively. Hence the following suggestions can significantly help to make the evaluation process more objective, fair and systematic:-

- i) Emphasize behavior rather than traits.
- ii) Document performance behavior in a diary.
- iii) Use multiple evaluators.
- iv) Evaluate selectively.
- v) Train evaluators and
- vi) Provide employees with due process.

### **2.3.14 Performance Appraisal Policy**

Appraisal performance policy is the main tool for appraisal in the Country or in any organization. According to Rakesh (1990), Policy provides a broad guide as to how the objectives of a business are to be achieved. While objectives provide the ends which a

manager should try to achieve the policy provide the guideline which he/she should keep in view while achieving the ends.

Hence a policy is an established guiding canon premised on objectives devised to govern the activities of the business enterprise and from which the basic concepts of conducts are derived. Then a policy is devised to guide organizational members to deal with a particular recurring situation in a particular manner. It delimits the area within which a decision is to be made and ensures that the decision will be consistent with the organizational goals. Hence the evaluation policy represents the commitment of top management to make sure that the work is being performed as per organization objectives.

### **2.3.15 Methods of Performance Appraisal**

By definition performance appraisal methods refers to a tool used to discriminating the behavior which matches the organizations expectations from that behavior that deviates from the organizations expectations (Ngirwa, 2005). Also he defines performance appraisal methods as a tool or approach that an organization uses to establish judgmental opinion on the behavior or performance of its employees. There are various methods of performance appraisal used in an organization among them are as follows:-

#### **2.3.15.1 Written Essays**

Probably the simplest method of evaluation is to write a narrative describing an employee's strengths, weaknesses, past performance, potential and suggestions for improvement. The written essay requires no complex forms or extensive training to

complete. But the results often reflect the ability of the writer. A good or bad appraisal may, be determined as much by the evaluators writing skills as by the employee's actual level of performance.

#### **2.3.15.2 Critical Incidents**

Critical incidents focus the appraiser's attention on those behaviors that are key in making the difference between executing a job effectively and executing it in effectively. That is the appraiser writes down anecdotes that describe what the employee did that was especially effective or in effective. The key here is that only specific behaviors not vaguely defined personality traits are cited. A list of critical incidents provides a rich set of examples from which the employee can be shown those behaviors that are desirable and those that call for improvement

#### **2.3.15.3 Graphic Rating Scale**

One of the oldest and most popular methods of appraisal is the use of graphic rating scale. In this method a set of performance factors such as quality and quantity of work, depth of knowledge, cooperation, loyalty attendance, honesty and initiative are listed. The appraiser then goes down the list and rates each on incremental scales. The scales typically specify five points so a factor such as job knowledge might be rated one (1) (poorly informed about work duties) to five (5) (has complete mastery of all phases of the job). Though they do not provide the depth of information that essays or critical incidents do, they are less time consuming to develop and administer. They also allow for quantitative analysis and comparison.



#### **2.3.15.4 Behaviorally Anchored Rating Scales (BARS)**

This combines major elements from the critical incidents and graphic rating scale approaches; the appraiser rates the employees based on items along a continuum, but the points are examples of actual behavior on the given job rather than general descriptions or traits. Bars specify definite observable of job related behavior and performance dimensions are found by asking participants to give specific illustrations of effective and in effective behavior regarding each performance dimension.

#### **2.3.15.5 Multiple Comparisons**

This evaluates one individual's performance against the performance of one or more others it is a relative rather than an absolute measuring device. The three most popular comparisons are group order ranking individual ranking and paired comparisons.

- i) The group order ranking – An evaluation method that place employees into a particular classification such as quartiles.
- ii) Individual ranking – An evaluation method that rank orders employees from best worst.
- iii) Paired comparison an appraisal method that compares each assigns a summary ranking based on the number of superior scores that the employee achieves, (Robinson, 2001).

#### **2.3.15.6 The responsible person for Appraise Performance**

Just as there are multiple standards by which to evaluate performance, there are also multiple candidates for appraising performance. Given the complexity of today's jobs, it is often unrealistic to presume that one person can fully observe and evaluate an

employee's performance; rates may include supervisors, peers, team members, self subordinates and customers. And each may be more or less useful for the administrative and developmental purposes we shown earlier. (William, B. pg 325)

#### **2.3.15.7 Immediate Supervisor Appraisal**

About 95 percent of all performance appraisals at the lower and middle levels of the organization are conducted by the employee's immediate boss. Yet a number of organizations are recognizing the drawbacks to using this source of appraisal. For instance many bosses feel unqualified to appraise the unique contributions of each of their subordinates. Others resent being asked to "play God" with their employees careers. Additionally with many of today's organizations using self managed teams telecommuting and other organizing devices that distance bosses from their employees. A employee's immediate superior may not be a reliable judge of that employee's performance.

#### **2.3.15.7 Peers Appraisal**

Peer appraisals are one of the most reliable sources of appraisal data. Why? First peers are close to the action. Daily interactions provide them with a comprehensive view of an employee's job performance. Second using peers as raters results in a number of independent judgments. A boss can offer only a single evaluation but peers can provide multiple appraisals. And the average of several ratings is often more reliable than a single evaluation. On the down side, peer appraisal can suffer from co workers unwillingness to evaluate one another and from biases on friendship or animosity.

#### **2.3.15.8 Self Evaluation Appraisal**

Having employees evaluate their own performance is consistent with values such as self management and empowerment. Self appraisal gets high marks from employee's defensiveness about the appraisal process; and they make excellent vehicle for stimulating job performance discussion between employees and their superiors. However as you might guess they suffer from over inflated assessment and self serving bias. Moreover, self appraisals are often low in agreement with superior's ratings. Because of these serious drawbacks, self appraisals are probably better suited to development uses than evaluative purposes.

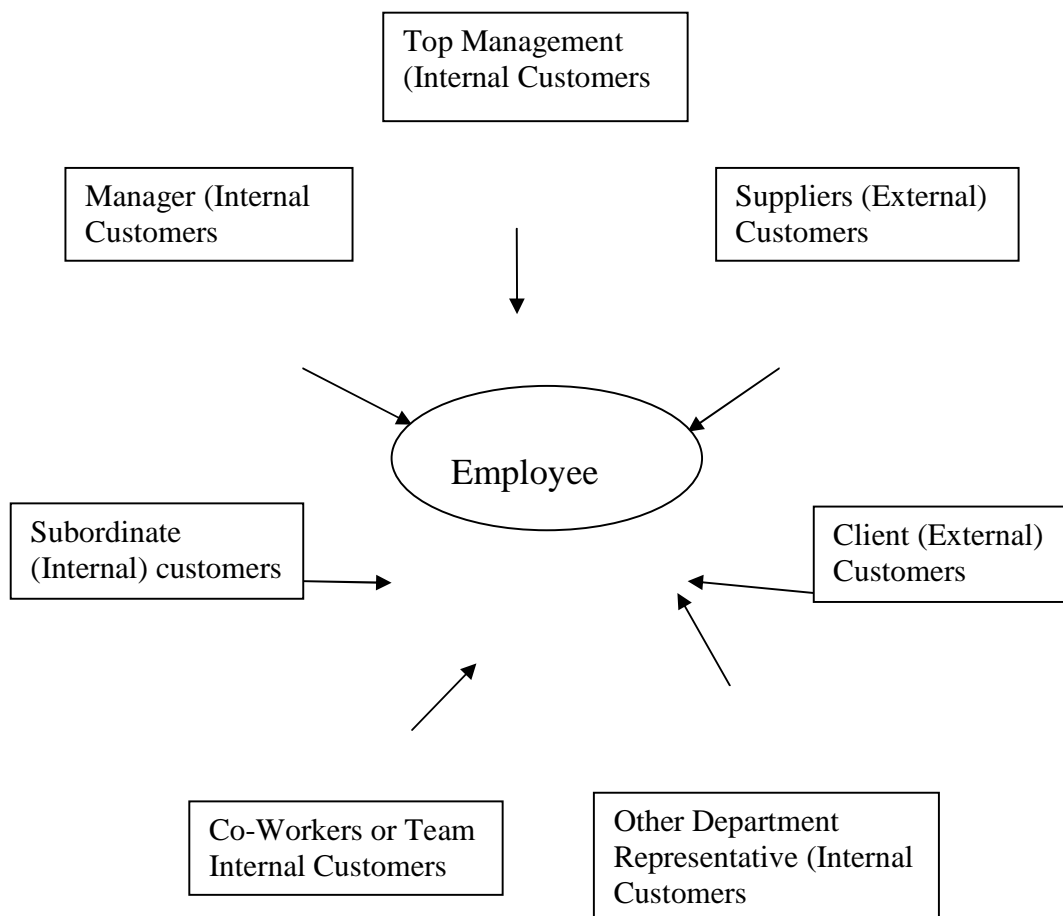
#### **2.3.15.9 Subordinate Appraisal**

A fourth judgment source is an employee's immediate subordinate. This can provide accurate and detailed information about a manager's behavior, because the evaluation typically has frequent contact with the appraisee. The obvious problem with this form of rating is fear of reprisal from bosses given unfavorable appraisal. Therefore, respondent anonymity is crucial if these evaluations are to be accurate.

#### **2.3.15.10 360-Degree Appraisal**

The latest approach to performance appraisal is the uses of 360-degree evaluation or putting it all together. This provides for performance feedback from the full circle of daily contacts that an employee might have, ranging from mailroom personnel to customers, to bosses to peers (see the diagram below). The number of appraisals can be as few as three or four evaluations or as many as 25; with most organizations collecting five to ten per employee.

What's the appeal of 360-degree appraisal? They fit well into organization that have introduced teams employees involvement and Total Quality Management (TQM) programs by relying on feedback from co workers customers and subordinates, these organizations are hoping to give everyone a sense of participation in the review process and gain more accurate readings on employee performance. The primary objective of the 360-degree is to pool feedback from all of the employees' customers.



**Figure 2. 1: 360-Degree Appraisal**

*Source: Adapted From Personnel Journal, November, (1994:)*

#### **2.3.15.11 Rationale for 360-Degree Feedback**

The main rationale for 360-degree has been expressed by Tarnow (1993) as follows:-

360-degree activities are usually based on two key assumptions;

- 1) That awareness of any discrepancy between how we see ourselves and how others see us increases self awareness; and
- 2) That enhanced self awareness is a key to maximum performance as a leader and thus becomes a foundation block for management and leadership development programs (Armstrong, 2003).

#### **2.3.15.12 Management by Objectives (MBO)**

Peter Drucker on 1954 introduced the different theories of management and provided main the theme of Management by Objectives (MBO). A process whereby the superior and subordinate managers of an organization jointly indentify their common goals, define each individual's major areas of responsibility in terms of the result expected of him and use the measures as guide for operating the unit and assessing the contribution of each of its members. The most important element of MBO is to evaluate the performance and comparison of actual performance with the benchmarks.

#### **2.3.16 Advantages of Performance Appraisal**

Organizations depend on performance appraisal as a tool for improving the performance of subordinates and effectiveness of their organization unity. Moreover it is important because the data collected is used as a source for manpower planning and a means of influencing employees' performance as well as fulfilling the moral obligation of letting people know where they stand (Beer, 1985). Perhaps the most significant advantage of appraisal is that, in the risk and bustle of daily working life, it offers a rare chance for a

supervisor and subordinate to have “time out” for a one-on-one discussion of important work issues that might not otherwise be addressed.

Almost universally where performance appraisal is conducted properly both supervisors and subordinates have reported the experience as beneficial and positive. Appraisal offers a valuable opportunity to focus on work activities and goals to identify and correct existing problems and to encourage better future performance. Thus the performance of the whole organization is enhanced.

For many employees an “official” appraisal interview may be the only time they get to have exclusive uninterrupted access to their supervisor. Said one employee of a large organization after his first formal performance appraisal; in twenty years of work that’s the first time anyone has ever bothered to sit down and tell me how I am doing. The value of this intense and purposeful interaction between a supervisor and subordinate should not be under estimated.

i) Motivation and satisfaction: performance appraisal can have a profound effect on levels of employee motivation and satisfaction-for better as well as for worse. Performance appraisal provides employees with recognition for their work efforts. The power of social recognition as an incentive has been long noted. In fact there is evidence that human beings will even prefer negative recognition in preference to no recognition at all. If nothing else, the existence of an appraisal program indicates to an employee that the organization is genuinely interested in their individual performance and development. This alone can have a positive influence on the individual’s sense of worth, commitment and belonging.

The strength and prevalence of this natural human desire for individual recognition should not be overlooked. Absenteeism and turnover rates in some organizations might be greatly reduced if more attention were paid to it. Regular performance appraisal at least is a good start.

ii) Training and development: performance appraisal offers an excellent opportunity – perhaps the best that will ever occur – for a supervisor and subordinates to recognize and agree upon individual training and development needs. During the discussion of an employee's work performance the presence or absence of work skills can become very obvious even to those who habitually reject the idea of training for them. Performance appraisal can make the need for training more pressing and relevant by linking it clearly to performance outcomes and future aspirations. From the point of view of the organization as a whole consolidated appraisal data can form a picture of the overall demand for training. This data may be analyzed by variables such as sex, departments etc. In this respect performance appraisal can provide a regular and efficient training needs audit for the entire organization.

iii) Recruitment and induction: appraisal data can be used to monitor the success of the organization's recruitment and induction practices. For example how well are the employees performing who were hired in the past two years? Appraisal data can also be used to monitor the effectiveness of changes in recruitment strategies. By following the yearly data related to new hires (and given sufficient numbers on which to base the analysis) it is possible to assess whether the general quality of the work force is improving, staying steady or declining.

iv) Employee evaluation: though often under stated or even denied, evaluation is a legitimate and major objective of performance appraisal. But the need to evaluate (ie, to judge) is also an on-going source of tension since evaluative and developmental priorities appear to frequently clash. Yet at its most basic level, performance appraisal is the process of examining and evaluating the performance of individuals.

Though organizations have a clear right, some would say a duty-to conduct such evaluation of performance many still recoil from the idea. To them the explicit process of judgment can be dehumanizing and demoralizing and a source of anxiety and distress to employees. It has been said by some that appraisal cannot serve the needs of evaluation and development at the same time, it must be one or the other. But there may be an acceptable middle ground where the need to evaluate employees objectively and the need to encourage and develop them can be balanced.

### **2.3.17 Factors that hinder the Performance Appraisal**

In actual practice and for a number of reasons formal performance appraisal programs sometimes yield disappointing result. The primary culprits include lack of top management information and support unclear performance standards rates bias, too many forms to complete and use of the program for conflicting purpose (William, et al)

Top 10 reasons that can affect the appraisal process in many organizations are as follows:-

- i) Manager lacks information concerning an employee's actual performance.
- ii) Standards by which to evaluate an employee's performance are unclear.
- iii) Manager does not take the appraisal process seriously.



- iv) Manager is not prepared for the appraisal review with the employee.
- v) Manager is not honest or sincere during the evaluation.
- vi) Manager lacks appraisal skills.
- vii) Employee does not receive ongoing performance feedback.
- viii) Insufficient resources are provided to reward performance appraisal.
- ix) There is in effective discussion of employee development.
- x) Manager uses unclear/ambiguous language in the evaluation process.

### **2.3.18 Uses of Performance Appraisal**

Most organizations uses performance appraisal as a link between employees' activities and organizational goals.

Actually performance appraisal is used for multiple purposes rather than single purpose.

(Noe, 2003) .He categorizes these purposes in to three groups as follows:-

- i) Administrative purposes which include promotion, transfer, bonus, pay rise, lay-off etc.
- ii) Development purposes which include training, seminar, short courses, etc.
- iii) Strategic purposes which include preparation of long term plan of the employees within the organization.

A effective performance appraisal systems contain two basic systems operating in conjunction: an evaluation system and a feedback system. The main aim of the evaluation system is to identify the performance gap (if any). This gap is the short fall that occurs when performance does not meet the standard set by the organization as acceptable.

On the other hand the main aim of the feedback system is to inform the employee about the quality of his or her performance (However the information flow is not exclusively one way. The appraiser also receives feedback from the employee about job problem), one of the best ways to appreciate the purposes or uses of performance appraisal is to look at it from the different viewpoints of the main stakeholder: the employee and the employer /organization.

The Employee view point: from the employee viewpoint the uses of performance appraisal are:-

- i) Tell me what you want me to do
- ii) Tell me how well I have done it
- iv) Help me improve my performance
- v) Reward me for doing well.

Organizational view point: from the organization view point, on the most important reasons for having a system of performance appraisal is to establish and up hold the principle of accountability.

For decades it has been known to researchers that one of the chief causes of organizational failure is non alignment of responsibility and accountability; Non alignment occurs where employees are given responsibilities and duties but are held accountable for the way in which those responsibilities and duties are performed. What typically happens is that several individuals or work units appear to have overlapping roles.

The overlap, allows, indeed actively encourages each individual or business unit to “pass the buck” to the others. Ultimately in the severely non aligned system no one is accountable for anything. In this event the principle of accountability breaks down completely. Organizational failure is the only possible outcome. In cases where the non alignment is not so severe the organization may continue to function albeit inefficiently; like a poorly made or badly tuned engine the non aligned organization may run but it will be sluggish costly and unreliable. One of the principal aims of performance appraisal is to make people accountable. The objective is to align responsibility and accountability at every organizational level. ([www.performance-appraisal. Com/](http://www.performance-appraisal.com/) )

### **2.3.19 Employees Motivation**

Motivation represents an employee’s yearning and obligation, which is marked as exertion. Some people want to complete an assignment but are easily diverted or discouraged. They have high ambition but little assurance. Other plod along with imposing determination, but their work is derivative. These people have high commitment but low desire. The motivation has as many classifications as the word supervision. The following are several definitions that begin to help us in considering this elusive concept. Motivation is a predilection to act in a unambiguous goal intended for manner. Motivation might be distinct as the circumstances of an individual’s perception, which represents the potency of his or her tendency to put forth attempt toward some fastidious manners.

The term eagerness refers to goal heading for actions. Ambition aimed at behavior, is characterized by the progression of selecting and directing convinced actions amongst

deliberate behavior to achieve goals. Motives are expressions of a person's needs: hence, they are individual and interior. These definitions obtain quite a lot of frequent characteristics to assist us in the conversation of eagerness experience:

- i. An internal need strengthen that activates human behavior.
- ii. Drive is the interior force that boosts deeds in a definite direction.
- iii. Goals are the inducement or payoffs that strengthen confidential contentment, that in turn strengthen the continuation of needs.

It is useful to know the postulation of Herzberg's assumption known as two-factor conjecture is anxious with the inspiration of workers through needs, and judge money and service reimbursement to be sanitation aspect or dissatisfies.

Motivation through financial incentives is based on the more recognized view that currency is the lashing force (the motivator). When the remuneration is greater, the employee is more prolific. Objectives of trainings emerge to optimistic transform for apprentice, ensuing to enhanced feat of their career. For the attainment of the objective instruction bound for imperative achievement rudiments (acquaintance, expertise, manner) for the career, when training makes available for apprentice to require support during the enhancement of performance, furthermore the training programs are measured carefully for the improvement of consequences about the achievement of apprentice ( Jabeen ,2011).

## **2.4 Empirical Literature Review**

This part concerns with empirical reviews in the world, Africa and Tanzania. Research on performance appraisal practice has been conducted by some researchers to discover various issues associated and as the outcome of the practice.

### **2.4.1 Empirical review Literature World wide**

The study on impact of Performance Appraisals and Motivation on Employee's Outputs in Banking Sector of Pakistan was conducted to explore and examine the relationship of work performance with the performance appraisal and motivation in banking sector of Sahiwal, Pakistan.

The study revealed that, there is a positive relationship of work performance with performance appraisal and motivation. It is also included that employees of banks of Sahiwal have high work performance due to performance appraisal and high motivation. Both regression and correlation shows positive relationship of work performance with motivation and performance appraisal. Work performance is generated through performance appraisal and high work motivation (Rashid, 2013).

Another study conducted by (Kakei, 2005) on Relationship between Performance Appraisal Satisfaction and Work Performance was conducted in Malaysia. The study indicated that, there is a positive relationship between performance and appraisal satisfaction and job performance. A study indicated that satisfaction with the performance appraisals positively influence work performance. This study carried on in

National Link Telecom Malaysia revealed that, motivation has strong and positive impact on the job performance of the employees rather than job satisfaction.

In United Kingdom, the performance management system in public sectors is well practiced. The payment system to the people is well developed occasionally, with different schemes being introduced for different sets of people at different times and with different motives.

In the public sector working environment, the growing emphasis is on quality and 'right first time, and there are schemes to stimulate commitment and interest by giving people broader and more rewarding jobs by, for example, the introduction of team working. Pay has now become related more to the total job than to elements of the job, and the individual's responsibility for quality has started to be formally recognized in other ways than by simply imposing pay penalties for re-work.

The Government introduced Pay systems which have reflected many changes to occur gradually as well as many organizations still have a variety of payment systems. The aims of pay systems is designed to motivate, reward, recruit and retain employees, they now have wider expectations thrust upon them: improving quality and skills, changing the work culture and promoting co-operation (Mwita, 2002).

In Turkey, the study was conducted by ( Erbasi et al, 2011) for the purpose of examining the effect of performance appraisal errors faced by industrial cooling managements on personal performances in terms of employee perceptions. Besides, the attitudes towards

work performances of the employees and performance appraisal errors are also studied to see if there is any difference in terms of several demographical characteristics. About 200 people that work in 14 industrial cooling managements operating in Central Anatolian Region in Turkey were involved. According to the findings of the study, the most common error faced by industrial cooling managements is the radiance effect, and the least one is that the relations among different works are not considered with full attention. In accordance with the results of the study, of some employee perceptions in terms of performance appraisal error have a negative effect on work performance, while other employee perceptions in terms of performance appraisal error have no effect on work performance. Moreover, there is a significant difference in the attitudes of employees in terms of performance appraisal errors according to the income level, education status and the frequency of performance appraisal required to apply within the management.

In India Performance Appraisal is most traditional but widely used method of measuring employee performance on the job, his relative abilities and skills to enable him to take up higher job responsibilities. Organizations today are putting increased accentuate on performance appraisal practices to improve employee's performance and used as a motivational tool as well as a mechanisms which contribute in large the developmental of the organization. The study to explore and assess the existing performance appraisal practices of public sector organizations in India was conducted where 125 executives of public sector were selected for the purpose of the study. The study also examined the role of Performance appraisal in interpersonal relations, employee development and motivation development.

Study findings revealed that, Performance appraisal is practiced in India and is very beneficiary to achieve a number of objectives including the strengths and weaknesses of the employees, employee motivation and decisions concerning promotions, transfers, pay increase etc. Through performance appraisal, ranking method also is used in some of the departments or for certain categories of jobs (Jain, 2013).

The study was conducted to determine the perceptions of employees regarding the effectiveness of the Performance Appraisal System (PAS) used by the financial sector in Jordan. Effectiveness of the PAS is determined by four factors including value, objectivity of ratings, key aspects, and actual uses of results. A total of 278 non-managerial employees from 13 financial organizations participated in the study. The results of the study indicated that employees highly perceive the effectiveness of the performance appraisal system in Jordan. Furthermore, the results indicated that there are no significant differences in employees' perceptions based on the demographics of gender and years of work experience (Al-Zawahreh and Khasawneh, 2012).

#### **2.4.2 Empirical Literature review in Africa**

There are many challenges which hinder the delivery of public service reforms in Africa. The factors include those relating to human resources like manpower deficiencies and lack of emotional dispositions and shortage of financial and material resources necessary for effective delivery of services. The problems of accountability as well as ethical issues also continue to affect effective delivery of public service in Kenya. The Government of Kenya has launched several reform programs to improve service delivery. Some of these reform efforts include the Civil Service Reform Program, which



aims to enhance public service efficiency and productivity. The program was designed to improve performance in the public sector. The other reform initiatives included the implementation of Results – Based Management that was guided by Economic Recovery Strategy for Wealth and Employment creation with the strategies of developing benchmarks and evaluating the performance appraisal of public institutions. The government introduced a program where rewards and other motivation factors were to be used to encourage provision of quality services in the public sector. The Performance Appraisal System (PAS) was introduced by the Government of Kenya to refocus the mind of the public to improving performance of employees in their service delivery. Most firms in Kenya now employ some performance appraisal system. (Ochoti et al,2012).

In Ghana ,the study on performance appraisal as employee motivation mechanism was conducted at Financial institutions in Kumasi, Ashanti region of Ghana. The objective of the study was to find out the relationship between performance appraisal and employee motivation in financial institutions in Ghana. The study also examined the effect of employee involvement and the manager-subordinate relationship in the appraisal process.

The results of his study found that, the performance appraisal system is an effective tool in employee motivation if both the process and outcome are fair. The study also revealed that employee participation in the appraisal process was high and this led to employee motivation and perception of the process and outcome as fair. It was confirmed that, the assumptions of equity theory which states that workers are motivated when they

discover that there is transparency in their evaluations and that they are treated fairly in compensation and promotion.

Also, motivation and performance were enhanced when individuals participated in goal setting. Obviously, motivation and performance will improve if people have challenging but agreed upon goals and receive feedback. Employees feel motivated when they know how well they are doing on their jobs. This also informs employees of their value and future to the organization.

Most employees wanted appraisal ratings to be used for training and career development. This was probably because of the high potential of training and development in developing competence and expertise leading to rewards such as promotions, salary adjustment and bonuses. The study indicated that employee participation in the appraisal was very high and consequently, the process was perceived by most employees to be fair. Subjectivity in appraisal can, therefore, be minimized through the implementation of due-process image. The process of performance appraisal was not the only factor responsible for employee motivation in organizations. The outcome of the appraisal process and manager-subordinate interaction was important in sustaining employee motivation and performance. Thus, salaries, rewards and congenial organizational culture were also significant factors in employee motivation. Participatory performance appraisal increased employee motivation which consequently increased productivity in the institutions (Akuoko, 2012).

As far as Performance management is a tool meant to improve performance and help in decision making in organizations. The study was sought to evaluate the effectiveness of the Results Based Management system (RBM) in improving service delivery in the Zimbabwean civil service. The study was carried out in 2013, in four Ministries. It was found that the RBM was not understood by the majority of the employees (78%) and has been received with mixed feelings and controversy in Zimbabwe. the performance management system was fraught with challenges due to its complexity and non-adherence to its tenets by the employer. Documentary evidence showed that performance related awards had not been affected since 2007 due to financial constraints and non submission of employees' final ratings to the Civil Service Commission for payment purposes.

For a few ministries which got performance related salary increases, it was found that these were applied randomly. Advancements and promotions were not tied to performance. There is no meaningful relationship between performance and financial rewards between salary increments, promotions and advancements. Many employees disgruntled and they felt that there was no need to work hard but should work so that they get paid. They are failing to appreciate the system as there are no tangible benefits attached to it. Performance appraisals were hurriedly done at the end of each year so as to fulfill the Civil Service Commission's performance requirements. It was therefore, concluded that the current performance management system was not enhancing the provision of quality service in the civil service because employees did not see any merit in its application. The recommendations were that the system needed to be simplified and employees needed to be thoroughly trained. It was concluded that the employer

should remain to the code of belief of the performance management system so as to make it effective. (P. Zvavahera, 2013).

One of the human resource management problems which affect the public sector organizations in Nigeria was the absence of effective performance appraisal system. Subjective method of staff appraisal until now used in the Nigerian public sector emphasized only personal traits such as; drive, honesty, initiative, foresight, loyalty, industry and courage. This method posed human resource management problems, in the areas of promotion, wage increase, selection for training and retraining, job description and placement. As a result, the Nigerian public sector was rendered inefficient and ineffective thus hindering the progress of this important sector of the Nigerian system.

In 1988 the Civil Service Reform prompted the introduction of target setting and performance appraisal system in the public sector organizations, which was based on “objective assessment, subject to measurable job performance and demonstration of professional competence with effective rewards and sanctions. The study was conducted compared the former performance appraisal system with the present performance appraisal system. The study observed that the present performance appraisal system will help achieve organizational goals and objectives, meet individual needs and provide competent and well motivated employees in the Nigerian public sectors. However, the reporting officers or scheduled supervisors of public organizations should be specifically trained on how to compute and calculate the new Annual Performance Evaluation Report (APER) to easy up and facilitate catch free and accurate computation of workers’ appraisal (Akpanim eta al, 2013).

In South Africa, the big effort has been done in implementing and recognition of performance of employee in public sectors although challenges have been distorting the exercise. Most African Universities are faced with the challenge of motivating and retaining highly qualified staff, particularly lecturers and researchers. These challenges have triggered a more calculated approach to human resources management across the higher education sector in South Africa. It was indicated that, academic employees are most satisfied and motivated through recognition of performance and achievement. However higher education institutions must therefore take the issue of recognition of performance more seriously in terms of using research incentives and awarding best staff annually or quarterly to stimulate performance (Tarisai, 2013).

#### **2.4.3 Empirical review in Tanzania**

The Open Performance Review and Appraisal System (OPRAS) is an open, formal, and systematic procedure designed to assist both employers and employees in planning, managing, evaluating and realizing performance improvement in the organization with the aim of achieving organizational goals.

The Public Service Reform Program (PSRP) launched by the Government in 2000, where it involves the installation of Performance Management Systems (PMS) in all Ministries, Departments and Agencies; Regions and Local Government Authorities. It also focuses on to improving accountability, transparency and resource management for efficient and effective delivery of quality services to the public. The Performance Improvement Model (PIM) with four stage process involving planning, implementing,

monitoring and reviewing to be used in the implementation of PMS was established to achieve PSRP goals.

Setting of the annual performance targets is a key element of OPRAS which is normally done at the planning level. The performance targets are used to assess the performance of every public servant by comparing the achievements against agreed performance targets as stipulated in the Strategic Plan (URT, 2011).

Also there is a great awareness of performance appraisal among both employees and employers in Tanzania.

According to the research as a result, after first offering several short courses from 1963 onwards, in January 1965 then president Nyerere officially opened the new College of Business Administration in Tanzania's capital Dar Es Salaam. Over the years, CBE has grown from initially one campus with 28 male students and one programme, to two campuses in Dar Es Salaam and Dodoma with 3,000 male and female students and six programmes. It seems clear that performance appraisal is potentially and valuable method for organizations to improve their performance, it is not highly implemented in CBE as well as other public institutions. Despite the CBE succession, the area of performance management is not accompanied by the fostering of performance driven behavior. (Waal and Augustin, 2005).

In the Health sector the subjects of the performance enhancing tools, the health workers, respond and comply based on their interpretation of whether the tools are found appropriate or whether they yield any benefits. The findings of a study conducted by

WHO in 2012 indicate that, OPRAS does not work as intended due to its modalities of measuring performance, the poor implementation of the feedback mechanism and health workers' experience of not seeing any tangible benefits of OPRAS. The expected additions to the basic salary through the coming Performance for Profit scheme have created a vigorous discourse among health workers attesting to the importance of the salary level and allowances for motivation. The implementation of OPRAS and the coordination between OPRAS and Performance for profit needs urgent attention to ensure that the lessons learned from OPRAS can be drawn upon to improve approaches to enhance health worker motivation and performance in the health services in Tanzania and beyond.

The Public Sector Reform Programme (PSRP) represents the context for the design and implementation of OPRAS and other administrative tools aimed at ensuring better management of resources, including human resources. an external evaluation of the health sector in Tanzania states that OPRAS “is clearly an improvement over the confidential reports, made by the superior alone. But without clear job descriptions and individual targets, there is no objective basis for assessment.” The President’s Office – Public Service Management states that OPRAS is not linked to sanctions or rewards, and that performance targets are vague or too easy to meet (WHO, 2012).

As well as other developing countries, Tanzania is in the attempt where it aims to improve the performance of the public servants so as to improve service delivery in the public sector. It is with this intention that performance appraisal system was introduced to the local authorities, which are the service provider entities of the government. This

study was conducted to assess the challenges of practicing PAS in the local authorities in Arusha City Council and Arusha district Council. The two authorities were studied to find out if there are any differences between rural and urban local authorities in practicing performance appraisal system. The study findings showed no significant differences between the two LGA's. The public servants in these councils have inadequate knowledge on the purpose and processes of PAS, leading to a disregard of performance as criteria during administrative decision making. There is lack of commitment from the implementers and insufficient financial resources to facilitate the institutionalization of PAS. Furthermore, the study identified power distance and uncertainty avoidance as the major deterrents to institutionalization of PAS in local authorities in Tanzania. There is very low institutionalization of PAS in Local Government Authorities due to some cultural, organizational and political factors. It was concluded that there is a need to amend the adapted reforms to conform to Tanzanian culture in order to enable the public servants to recognize with them. (Hezekia, 2010).

The performance management system is crucial for measuring and evaluating, and reviewing the objectives of the organization. Nevertheless, in Tanzania the Performance Management System and Performance Improvement Model are not carried out effectively and efficiently. The experience shows that, employees' prearranged objectives are not realistic; no proper monitoring and evaluation; and reviewing process is in disorder in many Tanzanian organizations. The cure to the problem includes conducting performance appraisal fairly and effectively. There should be proper training and coaching to all employees so that they can understand the linkages between performance appraisal and organizational productivity in one hand, and on the other



hand know how individual employees benefit from the performance appraisal system. In addition, employee performance assessment should be context sensitive in order to get the actual employee performance, which reflects actual MDAs' productivity. The government commitment remains a major element in creating the performance appraisal system effective. Investing in the PMS, and making proper monitoring and evaluation of the process at all times and organizational levels are the steps towards aligning performance appraisal of individual employees with the productivity of MDAs (Tefurukwa, 2014).

An overview is given of the status of performance management in developing countries and in particular in Africa seems to be very difficult to be implemented. Prescriptively empirical research was conducted, in the case study at the Tanzanian College of Business Education, to test whether performance management is a useful technique for organizations in developing countries.

The Findings showed clear from the case study that the management technique of performance management is suitable for organizations in developing countries to try out. At the same time, the case study also made clear that performance management, and especially the fostering of performance-driven behavior, cannot be implemented lightly and should not be underestimated. It takes continuous attention, dedication and in particular stamina from management to keep focusing on performance management in order to keep it "alive" in the organizations. (André, 2007).

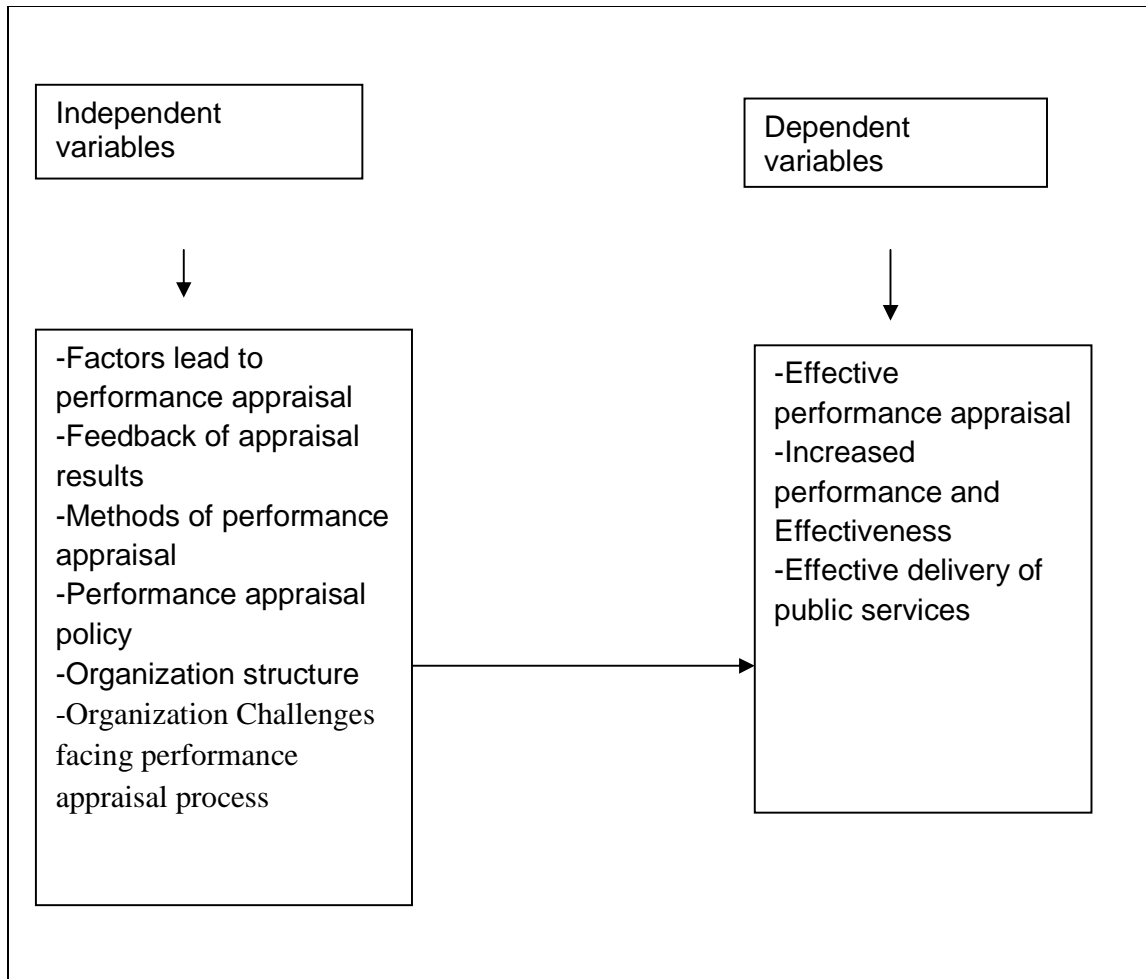
## **2.5 Research Gap**

Although there are some studies conducted in Zanzibar, for example the factors hindering performance appraisal the case of Ministry health in Zanzibar conducted by (Hamza, 2006). Generally he found that there is problem of the evaluation of the employees caused by poor administration of practicing it properly. Another study is Assessment of the appraisal system in public organization in Zanzibar conducted by (Kauye, 2011). Her findings revealed that, there is communication of performance targets. But both ZIPA and ZSSF lack appropriate methods of performance appraisal as well as knowledge of appraisal. Therefore, these researches show gaps in performance appraisal methods, poor administration and lack of knowledge in performance appraisal where none of these study examined role of performance appraisal in improving performance in public sector. In this study, researcher intends to assess the role of performance appraisal in improving performance by applying the effective methods and create awareness on importance of performance appraisal in public sectors.

## **2.7 Theoretical framework**

The frame work shows independent and dependent variables of the study. The independent variables play roles in supporting dependent variables towards the research objectives. The model acts as the cornerstone of the research study by increasing assistance, stretching and keeping the research on track. While the dependent variable acts as an out comes of independent variable after carried on. Thus, the frame provide link from literature to the research goals. The model guided the role of performance appraisal in improving performance in public sector.

## 2.6 Conceptual Frame work



**Figure 2. 2: Conceptual frame Work**

*Source: Documentary Review*

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This section describes the research methodology employed in the study. Essentially it focuses on study design, study area selection and population, sampling procedures and data collection techniques.

#### **3.2 Research design**

Descriptive research and analytical approach were used to explain and describe various factors influencing of hinder performance appraisal and how these factors contribute to the affect or effect performance of employees. This type of research was used to provide analysis, comparison and interpretation of data. The study has three categories of respondent; government officials, employees and some public members, where the study examined government efforts and support in developing and improving performance appraisal to employees. On other hand the study tried to look on the awareness of employees on the performance appraisal as their right from their employers and other problems in general. Finally the study collected more information from the general public on whether the government has done enough to promote employees performance appraisal and overcome obstacles distorting the process.

#### **3.3 Area of the study**

The study was conducted at Ministry of state President's Office, labor and public service at the head office and its department offices in Unguja, Urban west Region Zanzibar

.This is due to the availability of information and the potentiality of the institution as the most dependable and responsible office for the civil servant services provision throughout the Islands of Zanzibar. Other public institutions were included for information gathering.

### **3.4 Population of the Study**

The assumption is that, the individuals from each selected group represent other individuals in the entire population.

The population of the study comprises all community members' representative at the study areas mentioned above, Ministry of State, President's Office, Labour and Public services officers, Directors, other employees. The key reason for selecting this population in this Ministry is that, the study concerns the performance appraisal of employees, while the This Ministry deals directly with public offices regulations and all public employment affairs.

### **3.5 Sampling Design and sample size**

The probability method of sampling was used to give the population equal chance of participation on the study. The method is very appropriate to this kind of study and representative one for study and evaluation. The researcher used non-probability method of sampling to select the specific employees and heads of the departments/ units. The purposeful sampling was also selected because there is special data needed from the head of department or units due to their unique position from the employees.

### 3.5.1 Sampling design

The researcher used stratified technique of sampling together with multidivisional sample technique to select a sample of the research respondents. The researcher also applied purposively sampling technique so as to select the respondents from the government officials in the Ministry especially Ministry of States, President's Office Labor and Civil Servants. Simple random sampling technique was used to draw a sample from the employee's population in the Ministry.

### 3.5.2 Sample Size

In this study a sample size of 99 respondents was selected from the population of 387 people, 11 respondents from Government Officials and 88 employees as shown in the table 3.1 below.

**Table 3.1 : Sample Size**

| Category             | Number of Population | Sample Size | Sampling techniques |
|----------------------|----------------------|-------------|---------------------|
| Heads of departments | 11                   | 11          | Purposeful          |
| Employees            | 375                  | 88          | Random              |
| <b>Total</b>         | <b>387</b>           | <b>99</b>   |                     |

*Source: Field study*

The information from sample size of 99 respondents is enough to full fill the research requirements especially in data collection and analysis and provide equal chance and avoiding bias among respondents. This sample size was created due to application of random sampling method in this study. This gives each possible combination and equal

probability of being picked and each item in the entire population to have an equal chance of being included in the sample (Kothar, 1990).

### **3.6 Data Collection Methods**

#### **3.6.1 Sources of Data**

**Primary data** were collected from various respondents concerned with the problem including employees and Government officials.

**Secondary data** were collected from different previous documents available in Libraries, magazines, Internet, news papers, previous researches, books and policies.

#### **3.7 Data collection Instruments**

**Questionnaire** was the main instrument for data collection and was circulated to the 88 subordinates.

**An interview schedule** is another instrument applied in this study in order to get detailed information from 11 Heads of the departments/ units. Both open and close ended questions were applied. Special target groups of respondents were focused to avoid crowd, unreal and conflicting data.

**Field observation** is also another method applied through field visit to actually see proper situation of employees. The purpose of this method was to observe the working environment in working centers of employees and assessed their skills, knowledge and suggestions. The questionnaires for the subordinates were arranged to assure the confidentiality of the collected data. The researcher created good arrangement with all respondents. Letters of introduction to all respondent were submitted assuring them that the data was confidential so as to encourage their full participation.

### **3.8 Reliability and Validity of data**

#### **3.8.1 Reliability**

Taylor et al (2008) defined reliability as the consistency of data steaming from the use of particular research method. Golofshani (2003) explains reliability as the extent to which results are consistent over time and accurate presentation of the total population under study. Therefore, is the ability of instruments together consistent and appropriate data from subject without variation in to render valid results after interpreting the data collected. Reliability refer to the consistency, stability, or dependability of the. Whenever an investigator measure a variable, want to be sure that, the measurement provides dependable and consistent results. A reliable measurement is one that if repeated in second time gives the same results as it did in the first time. To achieve this, the researcher administered the questionnaires and interview schedules in a test-retest to selected ministry concerned for Public services and it departments.

#### **3.8.2 Validity**

According to Taylor et al (2008) validity as successfulness of methods in probing or assessing what was intended to probe or assess. Golofshani (2003) defined validity as the ability by which research methods, techniques and instruments truly measure what was intended to be measured and how truthful the results are. This is the ability of instruments to collect the intended specific data which are true for the particular research problem. Data are required to be true and accurate. In this study, instruments were having common line of collecting the same data; the covered information about the research was constructed according to the groups of subjects that constitute the research population.



### **3.9 Data Analysis**

Analysis of data began during the collection phase and after the collection. The data storage was primarily hand writing and the electronics documents. The data was summarized and retyped in a clear format for interpretation. This was held in both manual and electronic media assistance based on the statistical techniques of qualitative and quantitative manipulation.

Both questionnaire survey and interview data were analyzed using descriptive statistics and correlation given that they were organized in cases and variables where Statistical Package for Social Sciences (SPSS) (version 16.0 for Windows, SPSS Inc., US) tool was used. Microsoft Excel was also reserved to be used for further quantitative analysis. Although the package (SPSS) is ideally suited to deal with numerical data, it can also handle non numerical data given that they were organized in terms of cases and variables. Literary secondary data analyzed between lines and interpreted accordingly.

Data of this research in hand was assigned numeric values (coding) since all data for statistical analysis are required to be in quantitative form only. Qualitative data obtained from interview and questionnaires were coded before carrying out statistical analysis and latter decoded for interpretation. Then, the coded data was tabulated by counting the number of cases by talling in different categories of variables. Again, Charts and figures were used to describe the frequencies of cases belonging to different categories of variables.

## **CHAPTER FOUR**

### **PRESENTATION OF THE FINDINGS AND DISCUSSION**

#### **4.1 Introduction**

This chapter provides presentation of study findings on an inquiry on the role of performance appraisal in improving performance of Zanzibar public sector, based on the four specific objectives namely; to examine organization factors leading to performance appraisal in the public sectors, to determine the effective performance appraisal methods used to evaluate employees in public sector, to examine the organizational challenges that hinder performance appraisal process in public sector and to assess feedback after performance appraisal process undertaken in the organization of Zanzibar public sector. The chapter begins by providing characteristics of respondents involved in the study, and presentation of findings.

#### **4.2 Characteristics of the Respondents**

##### **4.2.1 The Response**

Basically all respondents are from all eleven departments of the Ministry of States, President's Office Labor and Civil Servants, these are IPA, Planning, Policy & Research, Public Service Commission, Human Resources Planning, Civil Service Commission, Labour, Employment, Occupational Health and Safety, Zanzibar National Acaive, Human Resources & Administration and Institutional Structure, Public Service and Compensation. In this study questionnaires used to extract information from subordinates and interview schedules for heads of departments/ units.

This study was conducted by using two target groups (table 4.1 below). The first target group was subordinates, where the researcher used questionnaires to get information from this group. The overall response of subordinates were high at 100% i.e. 88 respondents responded to the questions. The second respondents were heads of departments/ units where interview schedules were used to extract information and their responses were higher as 100% i.e. 11 respondents answering the questions

**Table 4. 1: Distribution of the Respondents by Institution**

| <b>Respondent Rate</b>         | <b>Tools used</b>  | <b>Frequency (N)</b> | <b>Percent (%)</b> |
|--------------------------------|--------------------|----------------------|--------------------|
| Subordinates                   | Questionnaire      | 88                   | 88.89              |
| Heads of Departments/<br>Units | Interview Schedule | 11                   | 11.11              |
| <b>Total</b>                   |                    | <b>99</b>            | <b>100</b>         |

*Source: Research Findings*

#### **4.2.2 Age and Occupation**

Table 4.2 below presents a summary of respondents who were involved in the study with respects to age and sex. The table shows that the respondents involved in the study where categorized in 2 main groups, namely subordinates and head of departments/ units which makes a total of 99 respondents. Majority, 88 (88.88%) of respondents were subordinates and the few remaining 11 (11.11%) were head of departments/ units.

**Table 4. 2: Distribution of the Respondents by Age and Sex**

| Age of the Respondent | Sex of the Respondent |       |     |       |                               |      |        |      | Total |       |
|-----------------------|-----------------------|-------|-----|-------|-------------------------------|------|--------|------|-------|-------|
|                       | Subordinates          |       |     |       | Head of Departments/<br>Units |      |        |      |       |       |
|                       |                       |       |     |       | Male                          |      | Female |      |       |       |
|                       | Fr.                   | Per.  | Fr. | Per.  | Fr.                           | Per. | Fr.    | Per. | Fr.   | Per.  |
| 26-30 years           | 10                    | 10.1  | 17  | 17.17 | 0                             | 0    | 0      | 0    | 27    | 27.27 |
| 31-35 years           | 15                    | 15.15 | 9   | 9.09  | 2                             | 2.02 | 0      | 0    | 26    | 26.26 |
| 36-40 years           | 9                     | 9.09  | 4   | 4.04  | 0                             | 0    | 0      | 0    | 13    | 13.13 |
| 41-45 years           | 4                     | 4.04  | 2   | 2.02  | 2                             | 2.02 | 0      | 0    | 8     | 8.08  |
| 46-50 years           | 6                     | 6.06  | 2   | 2.02  | 1                             | 1.01 | 1      | 1.01 | 10    | 10.1  |
| 51 and above years    | 4                     | 4.04  | 6   | 6.06  | 4                             | 4.04 | 1      | 1.01 | 15    | 15.15 |
| Total                 | 48                    | 48.48 | 40  | 40.4  | 9                             | 9.09 | 2      | 2.02 | 99    | 100   |

*Source: Research Findings*

The table indicated that majority 57 (57.58%) of respondents were male while 42 (42.42%) were female. Among 57 male respondents, more than three quarters 48 were from subordinates and the few remaining 9 were from the head of departments/ units. On the other hand, among 42 female respondents, almost of all respondents 40 were from subordinates and the few remaining 2 were from the head of departments/ units.

Furthermore, the data revealed that many respondents involved in this study 27 (27.27%) were at age between 26 to 30 years who were subordinates followed by 31-35 years, who were 26.26%; 51 and above years were 15.15%; 36-40 years were 13.13%; 45 to 50 were 10.1% and the remaining 41 to 45 were 8.08%.

#### **4.2.3 Experience of the Respondents**

Table 4.3 provides summary of respondents working experience and education level. This variable was included so as to get a clear picture and information of the respondents and ministry in terms of the role of performance appraisal in improving performance of

Zanzibar public sector. All respondents including both from questionnaire and interview were required to answer this question.

**Table 4. 3: Distribution of the Respondents by Education and Working Experience**

| Education     | Working Experience |       |            |       |            |       |               |       | Total |       |
|---------------|--------------------|-------|------------|-------|------------|-------|---------------|-------|-------|-------|
|               | 1-5years           |       | 6-10 years |       | 11-15years |       | Above 15years |       |       |       |
|               | Fre q              | Per.  | Fre q      | Per.  | Fre q      | Per.  | Fre q         | Per.  | Fre q | Per.  |
| Primary       | 0                  | 0     | 0          | 0     | 1          | 1.01  | 1             | 1.01  | 2     | 2.02  |
| Secondary     | 0                  | 0     | 1          | 1.01  | 2          | 2.02  | 0             | 0     | 3     | 3.03  |
| Diploma       | 3                  | 3.03  | 5          | 5.05  | 10         | 10.1  | 7             | 7.07  | 25    | 25.25 |
| Undergraduate | 9                  | 9.09  | 15         | 15.15 | 9          | 9.09  | 8             | 8.08  | 41    | 41.41 |
| Postgraduate  | 2                  | 2.02  | 4          | 4.04  | 6          | 6.06  | 16            | 16.16 | 28    | 28.28 |
| Total         | 14                 | 14.14 | 25         | 25.25 | 28         | 28.28 | 21            | 21.21 | 99    | 100   |

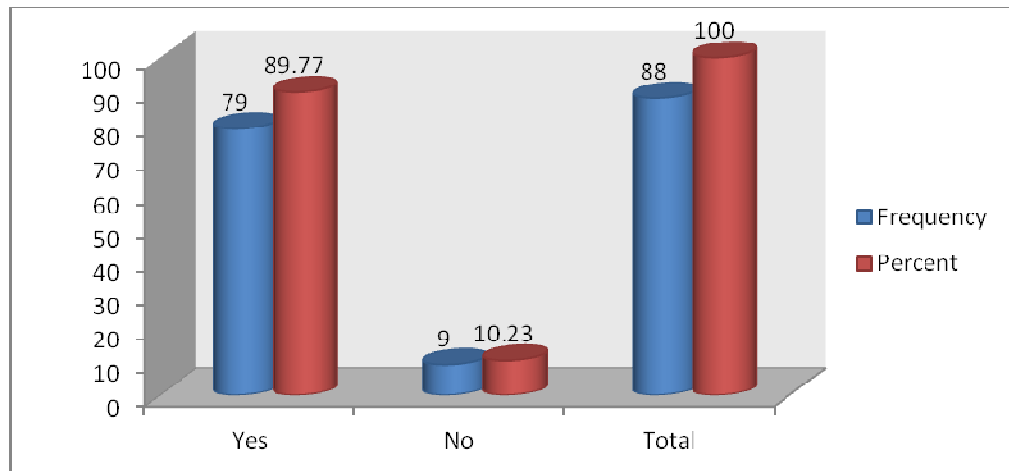
*Source: Research Findings*

The table illustrates that, majority of the respondents 28 (28.28%) who responded to the question have experience between 11- 15 years, while 25 (25.25%) respondents have experience between 6- 10 years. Moreover 21 (21.21%) of the respondents have experience of above 15 years and the only few remaining 14 (14.14%) have experience between 1 - 5 years.

Likewise, the findings revealed that, more than two third 69 (69.69%) of all respondents involved in this study have a high education level, among them 41 (41.41%) have undergraduate level and 28 (28.28%) have postgraduate level. Furthermore, 25 (25.25%) of the respondents have pursued diploma education, 3 (3.03%) secondary education and 2 (2.02%) primary education.

### 4.3 Factors Leading Performance Appraisal in the Ministry

Figure 4.1 provides summary of respondents' knowledge on performance appraisal from subordinates. This variable was included so as to get a clear picture and information of the ministry in term of workers' awareness to performance appraisal. All respondents were required to answer this question.



**Figure 4. 1: Respondents' Knowledge on Performance Appraisal**

*Source: Research Findings*

The table illustrates that, majority of the respondents 79 (89.77%) who responded to questionnaire supported that they have knowledge on performance appraisal while the few remaining 9 (10.23%) have lack of knowledge on the performance appraisal exercised in their ministry. Moreover, the interview's results from head of departments/ Units relate to the above results from questionnaire. The interview's results revealed that all respondents 11 (100%) who responded to this question supported that they have knowledge on performance appraisal

Moreover, Table 4.4 below presents a summary of respondent's response from questionnaire in relation to availability of factors related to performance appraisal in Zanzibar public sector. The variable was included so as to find out if there are factors making workers to be willing, happy and satisfied in working area. All respondents were required to answer this question.

**Table 4.4 : Perception of the respondent on Factors Making Workers to be Willing, Happy and satisfied in working Area**

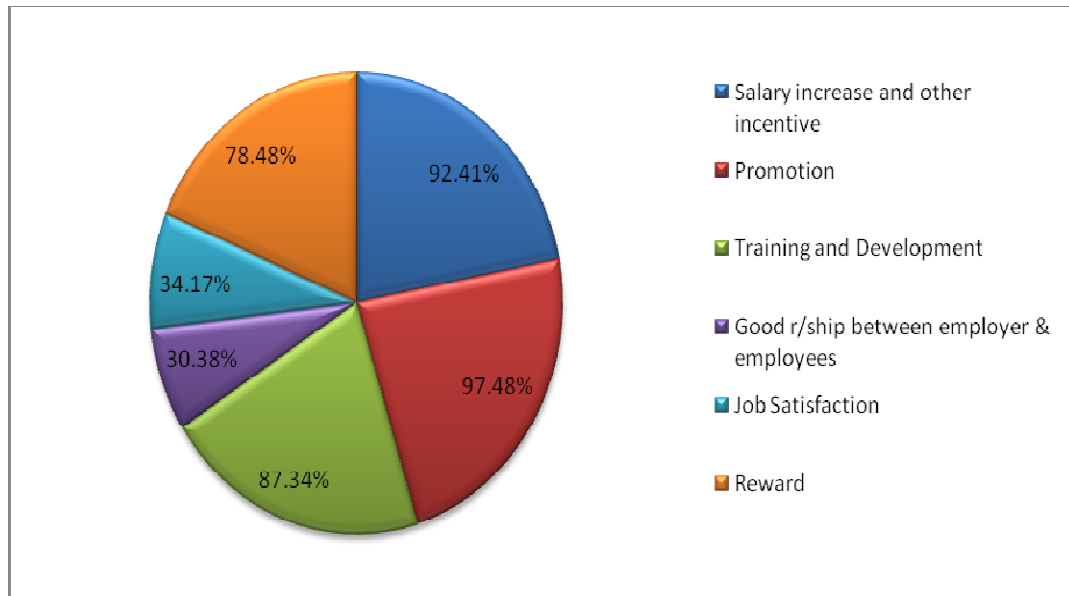
| <b>Responses</b> | <b>Frequency (N)</b> | <b>Percent (%)</b> |
|------------------|----------------------|--------------------|
| Yes              | 79                   | 89.77              |
| No               | 9                    | 10.23              |
| <b>Total</b>     | <b>88</b>            | <b>100</b>         |

*Source: Research Findings*

The study findings illustrates that, almost of all the respondents 79 (89.77%) agreed that there are factors making workers to be willing, happy and satisfied in working area while only 9 (10.23%) respondents agreed that there are no factors making them to be willing, happy and satisfied in their working areas. Likewise, the data from interview question revealed that all respondents who responded to this question 11(100%) supported that there are factors leading performance appraisal in the ministry.

Furthermore, Figure 4.2 below provides a summary of respondent's responses from questionnaires in relation to the actual factors leading performance appraisal in Zanzibar public sector. The variable intended the respondents to mention those factors making workers to be willing, happy and satisfied in working area. Only 79 respondents agreed

that there are factors making them to be willing, happy and satisfied in their working areas, were required to answer this question and the answer was be in multiple responses.



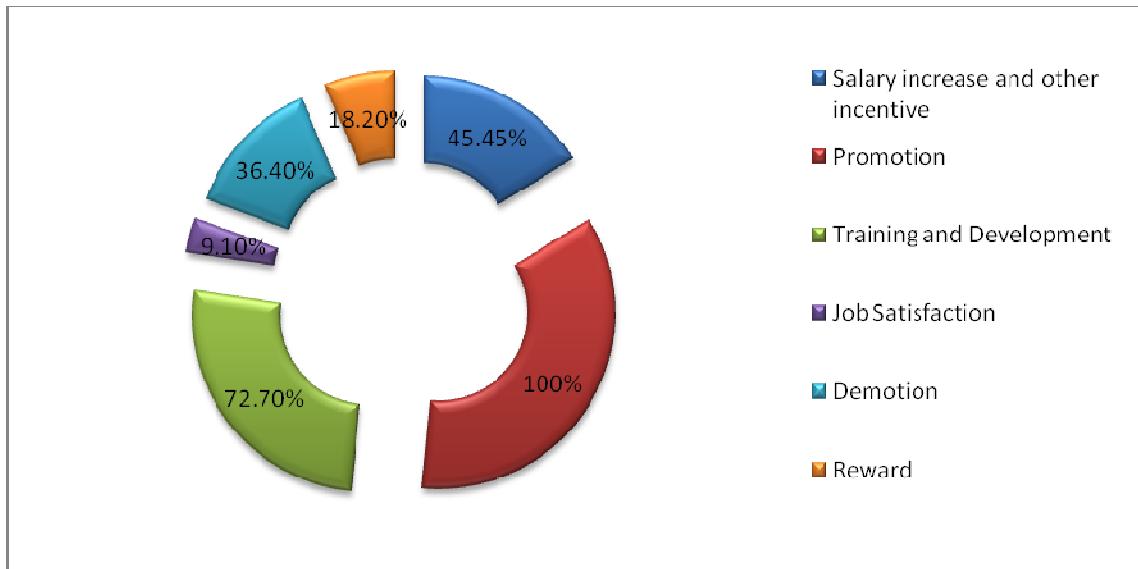
**Figure 4.2 : Factors Making Workers to be Willing, Happy and satisfied in working Area**

*Source: Research Findings*

The study findings illustrates that, 77 (97.48%) of the respondents identified that promotion provided to the workers influences them to be willing, happy and satisfied in their working areas, while 73 (92.41%) of respondents said training conducted to the workers and development making them to be willing, happy and satisfied in their working areas. On the other hand, 69 (87.34%) of the respondents said that good relationship between employer and employees influenced workers to be willing, happy and satisfied in their working areas, while 62 (78.48%) said reward and only 27 (34.17%) of the respondent said job satisfaction



Furthermore, the above questionnaire results from subordinate relate to the interview results from head of departments/ units as illustrates in figure 4.3 below. All respondents (11) were required to answer this question and the answers were in multiple responses.



**Figure 4. 3: Factors Leading Performance Appraisal in the Ministry**

*Source: Research Findings*

Likewise, the study findings recognized the factors leading performance appraisal in the ministry where all respondents 11 (100%) said promotion provided to the workers has high influence in performance appraisal in the public sector while 8 (72.7%) said training and development, 5 (45.45%) salary increase and other incentive, 4 (36.4%) demotion and 2 (18.2%) reward and the remaining few 1 (9.1%) said that job satisfaction influence performance appraisal in the public sector.

#### **4.4 Performance Appraisal Policy**

Table 4.5 presents summary of interview results from head of departments/ units in relation to performance appraisal policy. This variable was included so as to find out if

the ministry has performance appraisal policy. All respondents were required to answer this question.

**Table 4. 5: Ministry has Performance Appraisal Policy**

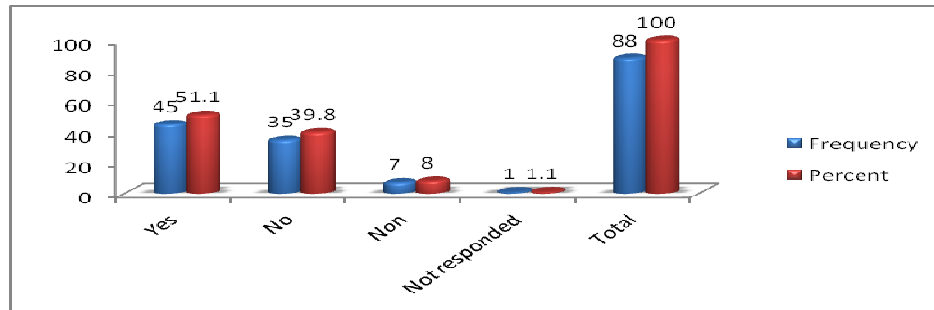
| <b>Responses</b> | <b>Frequency (N)</b> | <b>Percent (%)</b> |
|------------------|----------------------|--------------------|
| Yes              | 2                    | 18.2               |
| No               | 8                    | 72.7               |
| Not respondent   | 1                    | 9.1                |
| <b>Total</b>     | <b>11</b>            | <b>100</b>         |

*Source: Research Findings*

As study findings on table 4.3 illustrates, most of respondents 8 (72.7%) who responded to the interview schedule argued that the ministry has no any performance appraisal policy, 2 (18.2%) of respondents said that there is performance appraisal policy in the ministry and the remaining few 1 (9.1%) respondents did not provide any response to this question, he/ she did no either the ministry has performance appraisal policy or not.

#### **4.5 System of Evaluating Employees**

Figure 4.4 below provides a summary of respondents' response from questionnaire showing the system of evaluating employees in the public sector. The variable was included so as to find out if there is any system of evaluating employees in the departments/ units. All respondents were required to answer this question.



**Figure 4. 4 : Perception of the respondent on System of Evaluating Employees in the Department/ Unit**

*Source: Research Findings*

The findings from questionnaires show that, more than half of all respondents 45 (51.14%) supported that there is a system of evaluating employees in the departments/ units while more than one third 35 (39.77%) of the respondents argued that there is no system of evaluating employees employed in the departments/ units, 7 (7.95%) said none and the few remaining 1 (1.14) of the respondents did not pick any of the alternatives. Generally, nearly half 43 (48.9%) did not agree that there is a system of evaluating employees in the departments/units.

#### **4.6 Period do Employees be Evaluated**

Table 4.6 below provides a summary of interview responses from head of departments/ units in relation to the period used to evaluate employees in the ministry of state president's office labour and public service in Zanzibar. All respondents were required to answer this question.

**Table 4. 6: Period do employees be evaluated**

| <b>Period</b>     | <b>Frequency (N)</b> | <b>Percent (%)</b> |
|-------------------|----------------------|--------------------|
| After one year    | 5                    | 45.5               |
| After three years | 1                    | 9.1                |
| System            | 5                    | 45.5               |
| <b>Total</b>      | <b>11</b>            | <b>100.0</b>       |

*Source: Research Findings*

The data highlighted that nearly half 5(45.5%) of the respondents reported that the ministry evaluates its employees in a period of one year while only 1(9.1%) said after three years and nearly half 5(45.5%) of the remaining respondents did not respond to the question, they did not understand the exactly time used by the ministry to evaluate its employees. Therefore, more than half 6 (54.5%) of the respondents do not agree that the ministry evaluates its employees in a period of one year

#### **4.7 Common Methods used in Performance Appraisal**

Table 4.7 presents summary of questionnaire results from subordinates in relation to methods used in performing appraisal in public sectors. The variable was included so as to find out the common methods used to evaluate employees in the ministry of state president's office labour and public service. All respondents were required to answer this question and the answers were in multiple responses.

**Table 4.7 : Perception of the respondent on Common Methods used to in Performance Appraisal**

| <b>Methods</b>             | <b>Frequency (N)</b> | <b>Percent (%)</b> |
|----------------------------|----------------------|--------------------|
| Critical incident          | 15                   | 17.06%             |
| Graphic rating scale       | 40                   | 45.45%             |
| Behavioral A. rating scale | 70                   | 79.55%             |
| Written essay              | 82                   | 93.18%             |
| Multiple Comparison        | 37                   | 42.05%             |
| Management by Objective    | 56                   | 63.64%             |
| 360-degree Appraisal       | 3                    | 3.41%              |

*Source: Research Findings*

The questionnaire data revealed that there are different methods used in to evaluate employees by the ministry of state president's office labour and public service. Nearly all respondents 82 (93.18%) mentioned written essay as the common method used to evaluate employees in the ministry, while 70 (79.55%) respondents believed behavioral anchored rating scale to be the common method. Moreover, 56 (63.64) of the respondents believed that the ministry exercised management by objective method to evaluate its employees, 40 respondents equal to 45.45% perceived the ministry evaluates its employees using graphic rating scale method while 37 (42.05) multiple comparison, 15 (17.06) critical incident and the few remaining 3 (3.41) 360-degree appraisal method. Table 4.8 below presents a summary of interview data from the head of departments/units in relation to the common method used in performing appraisal in the ministry. All respondents were required to answer this question and the answers were in multiple responses.

**Table 4.8: Perception of the respondent on Common Methods used to in Performance Appraisal**

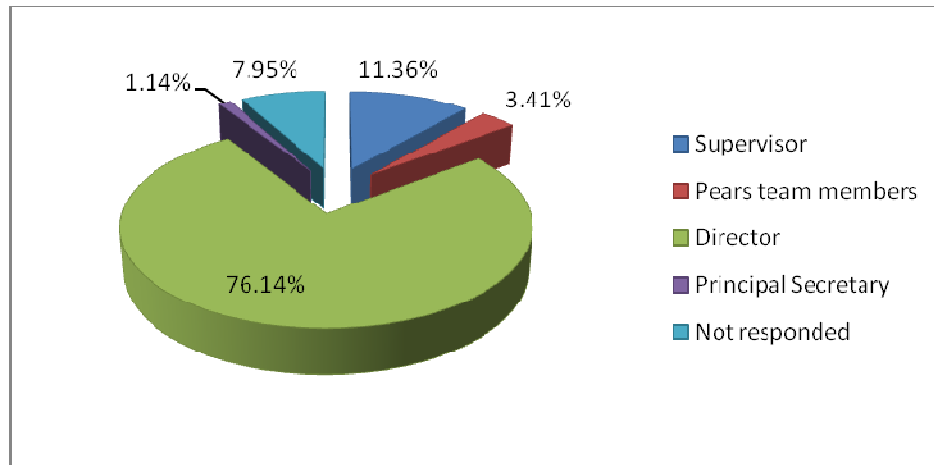
| Methods                     | Frequency (N) | Percentage (%) |
|-----------------------------|---------------|----------------|
| Critical Incident           | 1             | 9.1            |
| Graphic rating Scales       | 5             | 45.5           |
| Write essay                 | 3             | 27.3           |
| Multiple comparisons        | 1             | 9.1            |
| Management by Objectives    | 11            | 100            |
| Behavioural A. rating Scale | 5             | 45.5           |
| 360-degree Appraisal        | 1             | 9.1            |

*Source: Research Findings*

Likewise, the findings highlighted that all respondents who responded to this question 11 (100%) argued that management by objectives is the most common method used in performance appraisal in the ministry, where 5 (45.5%) of the respondents supported that behavioral A. rating scale and graphic rating scales as the common methods, while 3 (27.3%) of the respondents thought that essay writing was the common method and the few remaining 1 (9.1%) of the respondents choose Critical Incident, Multiple comparisons and 360-degree Appraisal as the most common methods used by ministry of state president's office labour and public service in performing appraisal to its employees.

#### **4.8 Persons Responsible to evaluate Employees**

Figure 4.5 below presents a summary of respondent's response from questionnaire question in relation to responsible person for evaluating employees in the ministry of state president's office labour and public service. All respondents were required to answer this question.



**Figure 4. 5 : Persons Responsible to evaluate Employees**

*Source: Research Findings*

The questionnaire data revealed different persons were responsible to evaluate employees within the ministry. More than three quarters of respondents 67 (76.14%) identified that Directors are the responsible person to evaluate employees in the ministry of state president's office labour and public service. However, 10 (11.36%) of the respondents thought that supervisor is the responsible person to evaluate employees in the ministry, while 3 (3.41%) said Pears team members, only a 1 (1.14%) said Principal Secretary and the remaining 7 (7.95%) did not respond any of the alternatives.

#### **4.9 Challenges that hinder Effective Performance Appraisal**

Table 4.9 below provides summary of respondent's responses from questionnaire in relation to challenges hindering effective performance appraisal in the public sectors. This variable was included in order to find out if there were challenges that hinder effective performance appraisal in the ministry of state president's office labour and public service. All respondents were required to answer this question.

**Table 4.9 : Perception of the respondent on Challenges hinder Effective Performance Appraisal**

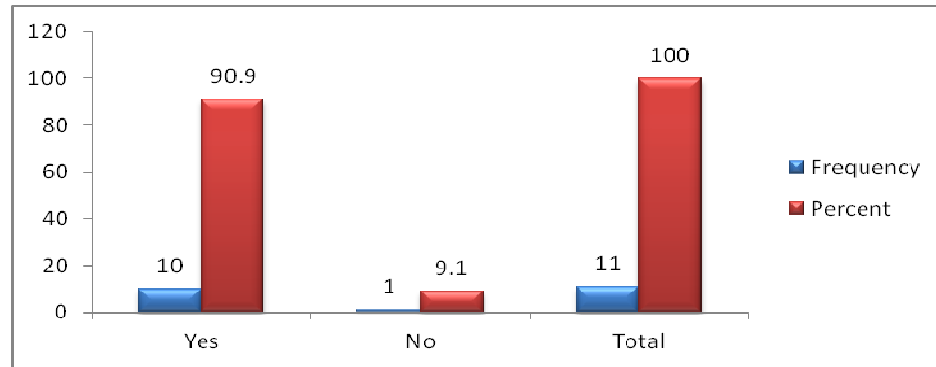
| <b>Responses</b> | <b>Frequency (N)</b> | <b>Percent (%)</b> |
|------------------|----------------------|--------------------|
| Yes              | 73                   | 82.95              |
| No               | 10                   | 11.36              |
| None             | 5                    | 5.68               |
| <b>Total</b>     | <b>88</b>            | <b>100</b>         |

*Source: Research Findings*

Moreover, the questionnaire findings from subordinate respondents identified that currently effective performance appraisal in the ministry faced a number of challenges. Almost of all respondents 73 (82.95%) agreed that there were challenges which hindered the effective performance appraisal in the ministry of state president's office labour and public service while 10 (11.36%) argued that the performance appraisal in the ministry was not faced by any challenges which hinder its effectiveness and the remaining 5 (5.68%) did not provide any response to the question.

On the other hand, the above questionnaire findings from subordinates relate to the interview data from heads of departments / units (Figure 4.6 bellow). The figure below highlighted that almost of all 10 (90.9%) respondents supported that there were challenges hindering the effective performance appraisal in the ministry while the remaining 1 (9.1%) thought that the performance appraisal in the ministry does not face any challenge which hindered its effectiveness.





**Figure 4.6 : Perception of the respondent on Challenges that hinder Effective Performance Appraisal**

Source: Research Findings

Furthermore, table 4.10 below presents a summary of questionnaire data from the subordinate respondents in relation to the challenges hindering effective performance appraisal in the public sectors. This variable was included in order to find out the actual challenges hindering the effective performance appraisal in the ministry of state president's office labour and public service. Only 73 respondents agreed on the existence of challenges which hinder the effective performance appraisal in the ministry. All respondents were required to answer this question and the answers were in multiple responses.

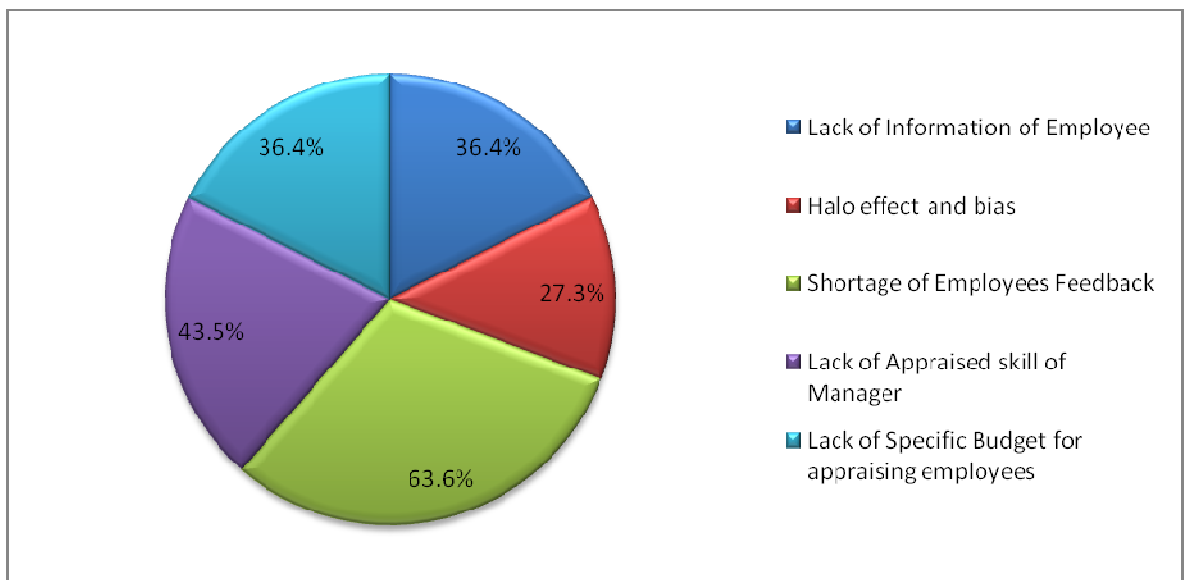
**Table 4.10 : Perception of the respondent on Challenges that hinders Effective Performance Appraisal**

| Challenges                                       | Frequency (N) | Percent (%) |
|--|---------------|-------------|
| Lack of Information to Employees                 | 61            | 83.56       |
| Halo effect and bias                             | 56            | 76.71       |
| Shortage of Employees Feedback                   | 70            | 95.89       |
| Lack of Appraisal skill of manager               | 52            | 71.23       |
| Lack of clear Appraisal Guideline                | 20            | 27.38       |
| Lack of Specific Budget for appraising employees | 65            | 89.04       |

Source: Research Findings

The questionnaire data revealed that almost of all respondents 70 (95.89%) who responded to this question thought that shortage of employees' feedback is a major challenge hindering the effective performance appraisal in the ministry while 65 (89.04%) of the respondents argued that lack of specific budget for appraising employees contributes much to hindering effective performance appraisal in the ministry. Moreover, more than three quota 61 (83.56%) of the respondents said that effective performance appraisal in the ministry is confronted by lack of information to employees, 56 (76.71%) said halo effect and bias, 52 (71.23%) said lack of appraisal skill of manager and 20 (27.38%) lack of clear appraisal guideline.

Furthermore, the above questionnaire findings from subordinates relate to the interview results from the head of departments/ units (Figure 4.6 below).



**Figure 4. 7: Perception of the respondent on Challenges that hinder Effective Performance Appraisal**

*Source: Research Findings*

The figure highlights different challenges hindering performance appraisal in the ministry of state president's office labour and public service where 7 (63.6%) respondents out of 10 supported the existence of challenges that hinder effective performance appraisal in the ministry believed that the effectiveness of performance appraisal in the ministry is confronted by shortage of employees feedback, while 5 (43.5%) believed it is hindered by lack of appraisal skill of manager, 4 (36.4%) believed lack of specific budget for appraising and lack of information of employee for each and 3 (27.3%) believed on halo effect and bias.

#### 4.10 Performance Appraisal Feedback

Table 4.11 below provides a summary of respondent's responses in relation to whether provides feedback after evaluation process or not. All respondents were required to answer this question by choosing one out of two given options in close ended question.

**Table 4. 11 : Perception of the respondent if the Ministry provides Feedback after Evaluation Process**

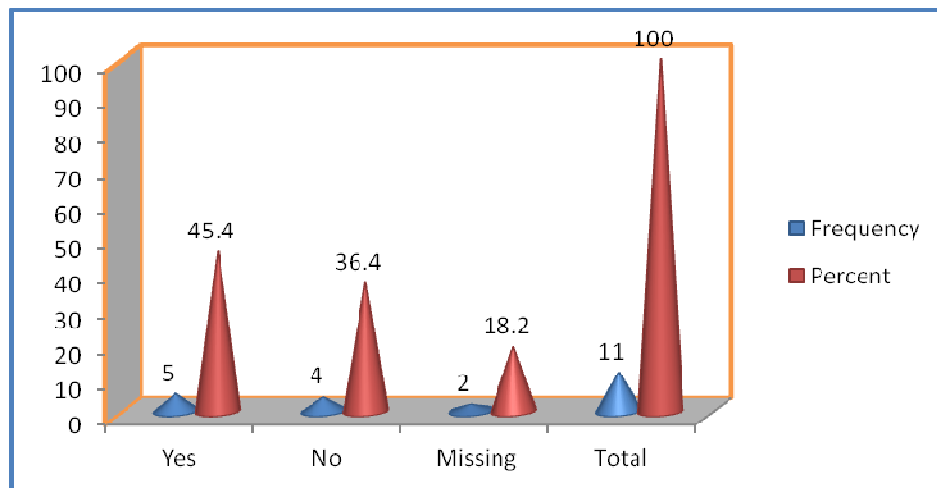
| <b>Responses</b> | <b>Frequency (N)</b> | <b>Percent (%)</b> |
|------------------|----------------------|--------------------|
| Yes              | 11                   | 12.5               |
| No               | 76                   | 86.36              |
| <b>Total</b>     | <b>88</b>            | <b>100</b>         |

*Source: Research Findings*

The study findings revealed that the ministry did not emphasize feedback provide after evaluation process. Almost all subordinate respondents 76 (86.36%) who responded to the questionnaire thought that the ministry do not provide feedback after evaluation

process while only 11 (12.5%) of the respondents supported that the ministry provides feedback after evaluation process.

Figure 4.8 below provides a summary of interview schedule responses from head of departments/ sections in relation to provision of feedback after evaluation. All respondents were required to answer this question by choosing one out of two given options in close ended question



**Figure 4. 8 : Ministry Provide Feedback after Evaluation**

*Source: Research Findings*

The study findings identified that about 5 (45.4%) of respondents from head of department/ units who responded to the interview schedule, supported that the ministry provides feedback after evaluation process. However, more than half 6 (54.6%) of the respondents did not agree that the ministry provides feedback after evaluation process, whereby 4 (36.4%) of them said that the ministry do not provide feedback after evaluation process and 2 (18.2%) did not respond

Table 4.12 below presents a summary of the questionnaire data from the subordinate respondents in relation to the processes used to provide feedback in the public sector. This variable was included in order to find out the actual processes used by the ministry of state president's office labour and public service to provide feedback to employees. Only 11 respondents agreed that the ministry provides feedback after evaluation process were required to answer in this question and the answers were in multiple responses

**Table 4. 12: Processes used to provide Feedback**

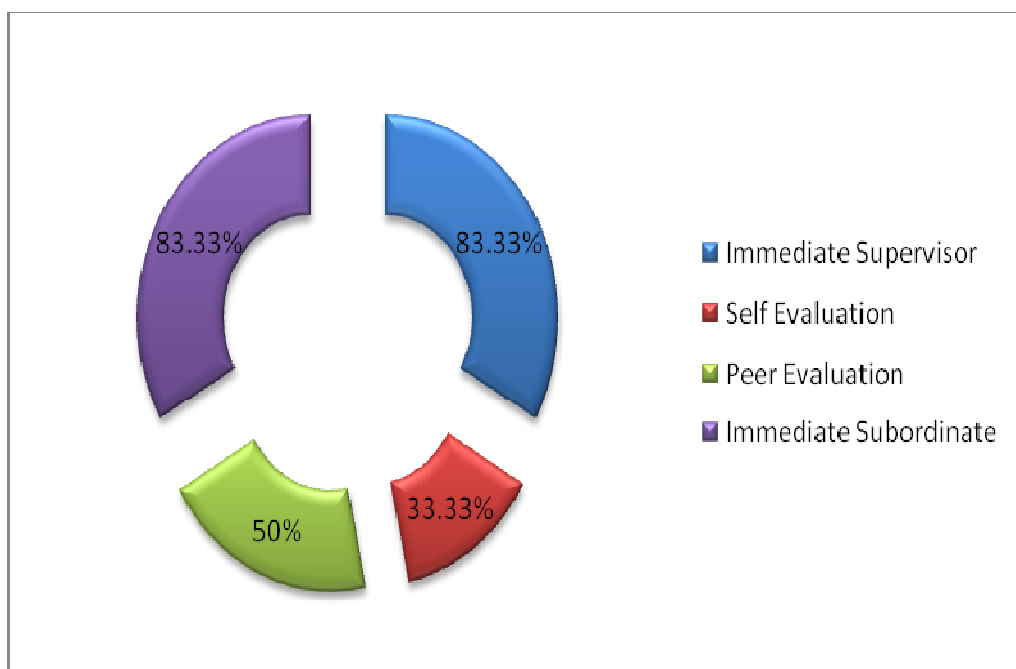
| Processes             | Frequency (N) | Percent (%) |
|-----------------------|---------------|-------------|
| Immediate Supervisor  | 9             | 81.82       |
| Peer evaluation       | 7             | 63.64       |
| Self Evaluation       | 4             | 36.36       |
| Immediate subordinate | 7             | 63.64       |

*Source: Research Findings*

The study findings discovered that almost of all respondents 9 (81.82%) thought that the immediate supervisor is the person used by the ministry to provide feedback, while 7 (63.64%) of the respondents thought that immediate subordinates and peer evaluation for each are the common processes used by the ministry to provide feedback and only 4 (36.36 %) argued that the ministry uses self evaluation as the process to provide feedback to employees.

Moreover, the above results from questionnaires relate to the findings from interview question (Figure 4.9 below). The findings revealed that more than three quarters 5 (83.33%) out of 6 of interview respondents reported that immediate supervisor and

immediate subordinates were the most important processes used by the ministry to provide feedback to its employees, while half of the respondents 3 (50%) reported that peer evaluation was the common process used by the ministry to provide feedback and one third 2 (33.33%) of the respondents believed that self evaluation to be the common process used by the ministry to provide feedback to its employees.



**Figure 4. 9: Procedures used to Provide Feedback**

*Source: Research Findings*

#### **4.11 Increment of Salary**

Table 4.13 below presents a summary of respondent's response from questionnaire question in relation to increasing salary of employees since the date employment. All respondents were required to answer this question by choosing one out of two given options in close ended question.

**Table 4.13: Perception of the Respondent on increasing Salary since date of Employment**

| <b>Responses</b> | <b>Frequency (N)</b> | <b>Percent (%)</b> |
|------------------|----------------------|--------------------|
| Yes              | 76                   | 86.36              |
| No               | 12                   | 13.64              |
| <b>Total</b>     | <b>88</b>            | <b>100.0</b>       |

*Source: Research Findings*

The study findings relate to the increment of salary of employees in the public sectors. Almost of all respondents 76 (86.36%) thought that their salary had been increased since the date of employment while only 12 (13.64%) respondents argued that their salary has not been increased since the date of employment

Moreover, table 4.14 below highlighted the period of time in which the process of salary increment takes place and the answers were in multiple responses. The findings revealed that majority of the respondents 61 (80.26%) who supported that the employees' salary has been increased since the date of employment argued that their salary been increased after one year, while 7 (9.21%) said after four years and above, 5 (6.58%) after three years and 3 (3.95%) said after two years.

**Table 4. 14: Period when Salary increment takes Place**

| <b>Period</b>              | <b>Frequency (N)</b> | <b>Percent (%)</b> |
|----------------------------|----------------------|--------------------|
| After one year             | 61                   | 80.26              |
| After two year             | 3                    | 3.95               |
| After three year           | 5                    | 6.58               |
| After four years and above | 7                    | 9.21               |
| <b>Total</b>               | <b>76</b>            | <b>100</b>         |

*Source: Research Findings*

Furthermore, table 4.15 below presents a summary of respondent's response from interview question in relation to responsible person to recommend/ increase of salary of employees. All respondents were required to answer this question.

**Table 4.15: Responsible to Recommend/ increase Salary Of Employees**

| <b>Responses</b> | <b>Frequency (N)</b> | <b>Percent (%)</b> |
|------------------|----------------------|--------------------|
| Yes              | 9                    | 81.8               |
| No               | 2                    | 18.2               |
| <b>Total</b>     | <b>11</b>            | <b>100.0</b>       |

*Source: Research Findings*

The table above indicates majority 9 (81.8%) of respondents from head of departments/units agreed that they were responsible to recommend/ increase in salary of employees while 2 (18.2%) of respondents reported that they were not responsible to recommend/ increase in salary of employees.

Table 4.16 below presents a summary of respondent's response from questionnaire question in relation to criteria used to increasing salary of employees. Only 76 respondents agreed that their salary has been increased since the date of employment, were required to answer this question.



**Table 4. 16 : Criteria used to Increasing Salary of Employees**

| <b>Criteria</b>       | <b>Frequency (N)</b> | <b>Percent (%)</b> |
|-----------------------|----------------------|--------------------|
| Annual basis          | 15                   | 19.74              |
| Job Performance       | 9                    | 11.84              |
| Education/ Experience | 10                   | 13.14              |
| Promotion             | 14                   | 18.42              |
| Government Decision   | 11                   | 14.47              |
| Not Responded         | 17                   | 22.37              |
| <b>Total</b>          | <b>76</b>            | <b>100</b>         |

*Source: Research Findings*

The table highlights different criteria used by the ministry of state president's office labour and public service to increase salary to its employees. 15 (19.74%) of respondents believed that the salary on employees increases annually, while 14 (18.42%) of the respondents believed when employee are promoted his/her salary is increased, 11 (14.47%) said that the salary of employees increased once when the government decided to increase the salary of whole civil servants, 10 (13.14%) said when employee increases level of education and 9 (11.84%) said that the salary of employees may be increase due to job performance. However, 17 (22.37%) did not respond.

Moreover, interview results from head of departments/ units relate to the above questionnaire results from subordinates where only 9 respondents agreed that they were responsible to recommend/ increase in salary of employees were required to answer this question by multiple responses (table 17 below).

**Table 4. 17: Criteria used to Increase Salary of Employees**

| <b>Criteria</b> | <b>Frequency (N)</b> | <b>Percent (%)</b> |
|-----------------|----------------------|--------------------|
| Annual basis    | 4                    | 44.44              |
| Job Performance | 7                    | 77.77              |
| Education Level | 8                    | 88.88              |
| Promotion       | 5                    | 55.55              |

Source: Research Findings

The table shows that majority of the respondents 8 (88.88%) reported that the salary of employees increases during increase level of education, while 7 (77.77%) of respondents believed that the salary on employees increases due to job performance, 5 (55.55%) of the respondents believed when an employee is promoted his/her salary increases and 4 (44.44%) said that the salary of employees increase annually.

#### **4.12 Promoting, demoting, Dismissing, Suspension or Terminating of Employees**

Table 4.18 below presents summary of respondent's response from questionnaire question in relation to promotion and demotion of employees. All respondents were required to answer this question.

**Table 4. 18: Promotion or Demotion of the Respondents**

| <b>Responses</b> | <b>Frequency (N)</b> | <b>Percent (%)</b> |
|------------------|----------------------|--------------------|
| Promoted         | 35                   | 39.77              |
| Demoted          | 8                    | 9.09               |
| None             | 45                   | 51.14              |
| <b>Total</b>     | <b>88</b>            | <b>100</b>         |

Source: Research Findings

The data highlighted that more than half 45 (51.14%) of the respondents involved in this study have been neither promoted nor demoted, while 35(39.77%) of the respondents supported to be promoted and the remaining 8 (9.09%) said have been demoted. Moreover, table 4.19 below revealed that almost of all respondents 8 (72.7%) response interview question in relation to responsible to promote, demotion, dismiss, suspend or terminate the employees supported the position while the few remaining 3 (27.3%) of respondents disagreed to be the responsible person to promote, demote, dismiss, suspend or terminate the employees.

**Table 4. 19: Responsible to promoted, demotion, Dismiss, Suspend or Terminate**

| <b>Responses</b> | <b>Frequency (N)</b> | <b>Percent (%)</b> |
|------------------|----------------------|--------------------|
| Yes              | 8                    | 72.7               |
| No               | 3                    | 27.3               |
| <b>Total</b>     | <b>11</b>            | <b>100</b>         |

*Source: Research Findings*

Table 4.20 below presents a summary of the questionnaire results from the subordinates in relation to criteria used to promote employees. Only 35 respondents supported to be promoted, were required to answer this question.

**Table 4. 20: Criteria used to Promote Employees**

| <b>Criteria</b>      | <b>Frequency (N)</b> | <b>Percent (%)</b> |
|----------------------|----------------------|--------------------|
| Hard working         | 6                    | 17.14              |
| Good Behavior        | 5                    | 14.29              |
| Job Performance      | 8                    | 22.86              |
| Creativity           | 2                    | 5.71               |
| Education/Experience | 12                   | 34.29              |
| Missing              | 2                    | 5.71               |
| <b>Total</b>         | <b>35</b>            | <b>100</b>         |

*Source: Research Findings*

The study findings identified that about 12 (34.29%) of respondents argued that the most used criteria used to promote employees was educational level and working experiences, while 8 (22.86%) of the respondents said job performance. Other criteria identified by respondents were hard working of the employees 6 (17.14%), good behavior 5(14.29%), creativity of the employees 2 (5.71%). However, the few remaining 2 (5.71%) of the respondents did not respond to this question.

Likewise, the above results from subordinates relate to the interview findings from head of departments/units (table 4.21 below) where only 6 respondents supported to be responsible to promoted, demotion, dismiss, suspend or terminate the employees were required to answer the question and the results were in multiple responses. The data revealed that 5 (62.5%) of the respondents said that the most criteria used to promote employees was seniority while 4 (50%) of the respondents said educational level and working experiences. Other criteria identified by respondents were availability of post and ability to pay 2 (25%) and job performance, quick respond and satisfaction outcome of performance appraisal (12.5%) for each.

**Table 4. 21: Criteria used to Promote Employees**

| <b>Criteria</b>                         | <b>Frequency (N)</b> | <b>Percent (%)</b> |
|---|----------------------|--------------------|
| Job Performance                         | 1                    | 12.5               |
| Education/ Experience                   | 4                    | 50                 |
| Seniority                               | 5                    | 62.5               |
| Availability of Post and ability to pay | 2                    | 25                 |
| Quick respond                           | 1                    | 12.5               |
| Satisfaction outcome of PA              | 1                    | 12.5               |

*Source: Research Findings*

Table 4.22 below presents a summary of the questionnaire results from the subordinates in relation to criteria used to demote employees. Only 8 respondents supported to be demoted, were required to answer this question.

**Table 4. 22: Criteria used to Demote Employees**

| <b>Criteria</b>  | <b>Frequency (N)</b> | <b>Percent (%)</b> |
|------------------|----------------------|--------------------|
| Poor Performance | 3                    | 37.5               |
| Indiscipline     | 2                    | 25                 |
| Bad Behavior     | 1                    | 12.5               |
| Missing          | 2                    | 25                 |
| <b>Total</b>     | <b>8</b>             | <b>100</b>         |

*Source: Research Findings*

The study findings identified that about 3 (37.5%) of respondents argued that the most criteria used to demote employees was poor performance, while 2 (25%) of the respondents said indiscipline. Other criteria identified by respondents were bad behavior manifested by employees 1 (12.5%). However, the remaining 2 (25%) of the respondents did not respond any alternative to this question.

Likewise, the above results from subordinates relate to the interview findings from head of departments/units (table 4.23 below) where only 6 respondents supported to be responsible to promoted, demotion, dismiss, suspend or terminate the employees were required to answer the question and the results were in multiple responses. The data revealed that Poor Performance and indiscipline were the only criteria identified by 1 (16.67%) of each of the respondents to be used by the government to demote its

employees. However, nearly three quarters 4 (66.67%) of the respondents did not respond to the question.

**Table 4. 23: Criteria used to Demote Employees**

| <b>Criteria</b>  | <b>Frequency (N)</b> | <b>Percent (%)</b> |
|------------------|----------------------|--------------------|
| Poor Performance | 1                    | 16.67              |
| Indiscipline     | 1                    | 16.67              |
| Not responses    | 4                    | 66.67              |
| <b>Total</b>     | <b>6</b>             | <b>100</b>         |

*Source: Research Findings*

Moreover, table 4.24 below represents interview results from head of departments/ units in relation to criteria used to suspend employees. The data revealed that bad behavior and poor performance were the only criteria identified by 1 (16.67%) of each of the respondents to be used by the government to suspend its employees. However, nearly three quarters 4 (66.67%) of the respondents did not respond to the question.

**Table 4. 24: Criteria used to Suspend Employees**

| <b>Criteria</b>  | <b>Frequency (N)</b> | <b>Percent (%)</b> |
|------------------|----------------------|--------------------|
| Bad behavior     | 1                    | 16.67              |
| Poor Performance | 1                    | 16.67              |
| Not responses    | 4                    | 66.67              |
| <b>Total</b>     | <b>6</b>             | <b>100</b>         |

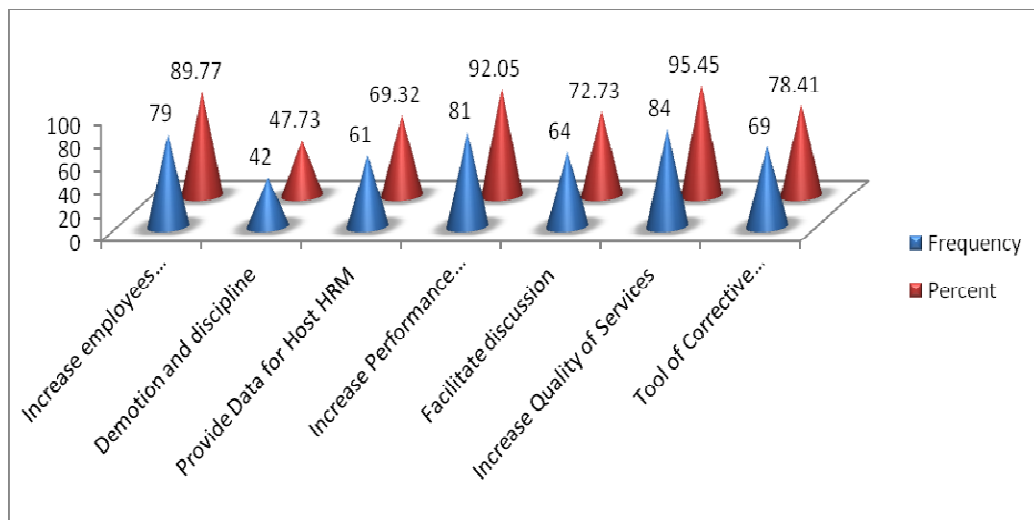
*Source: Research Findings*

Moreover, the data revealed that only one respondent from head of departments/ units which is equal 16.67% reported that indiscipline was the only criteria used by the

ministry of state president's office labour and public service Zanzibar to terminate its employees and almost of all respondents 5 (83.33%) did not respond any alternative in this question. However, all responds (100%) from head of departments/ units did not respond any alternative in the question relates to criteria used to dismiss the employees.

#### 4.13 Impacts of effective performance appraisal

Figure 4.10 below provides a summary of respondent's responses in relation to the impact of effective performance appraisal in the ministry. All 88 respondents were required to answer this question by choosing more than one out of given options in close ended question.



**Figure 4.10: Most Common Impact of Effective Performance Appraisal in the Ministry**

*Source: Research Findings*

Overall study findings on figure 4.10 show that, almost of all respondents 84 (95.45%) respondents recognized increasing quality of services as the most common impact of effective performance appraisal in the ministry, 81 (92.05%) of the respondents said

increasing performance and productivity and 79 (89.77%) identified increase in employees motivation. On the other hand 69 (78.41%) respondents said that among the impact of effective performance appraisal acts as tool of corrective measures, 64 (72.73%) said that the effective performance appraisal facilitates discussion, 61 (69.32%) respondents said provide data for most human resources management and 42 (47.73%) said demotion and discipline.

Moreover, the above results from questionnaires relate to the findings from interview question (Table 4.25 below). The findings revealed that nearly all respondents 10 (90.9%) reported that increasing performance and productivity is the most common impact of effective performance appraisal in the ministry, while 8 (72.7%) of the respondent said that effective performance appraisal increases employee motivation, 7 (63.6%) of the respondents said facilitate decision between employees and employer; and provide data for most human resources management in each, 5 (45.5%) respondents said demotion and disciplining and 2 (18.2%) said increase quality of services

**Table 4. 25: Common Impact of Effectiveness Performance Appraisal**

| <b>Impacts</b>                                     | <b>Frequency (N)</b> | <b>Percent (%)</b> |
|--|----------------------|--------------------|
| Increase employee Motivation                       | 8                    | 72.7               |
| Facilitate Decision between Employees and employer | 7                    | 63.6               |
| Provide Data for Host HRM                          | 7                    | 63.6               |
| Increase Performance and Productivities            | 10                   | 90.9               |
| Demotion and Disciplining                          | 5                    | 45.5               |
| Increase Quality of Services                       | 2                    | 18.2               |

*Source: Research Findings*



#### 4.14 System of Performance Appraisal

Table 4.26 below presents summary of respondent's response from questionnaire question in relation to if the system of performance appraisal to be developed by the ministry. All respondents were required to answer this question by choosing one out of two given options in close ended question.

**Table 4.26 : Respondents' Perception if the System of Performance appraisal in the Ministry should be developed**

| <b>Responses</b> | <b>Frequency (N)</b> | <b>Percent (%)</b> |
|------------------|----------------------|--------------------|
| Yes              | 84                   | 95.45              |
| No               | 4                    | 4.55               |
| <b>Total</b>     | <b>88</b>            | <b>100</b>         |

Source: Research Findings

The study findings revealed the need to develop the system of performance appraisal in the ministry. Almost of all respondents 84 (95.45%) thought that the system of performance appraisal in the ministry should be developed and only few remaining 4 (4.55%) argued that the system of performance appraisal in the ministry should not be developed.

Moreover, the above results from questionnaires relate to the findings from interview question (Table 4.27 below). The findings revealed that nearly all respondents 10 (90.9%) of interviewers respondents from head of departments/ units reported that system of performance appraisal should be developed and only few remaining 1 (9.1%) argued that the system of performance appraisal in the ministry should not be developed.

**Table 4.27: Performance appraisal should be developed**

| <b>Responses</b> | <b>Frequency (N)</b> | <b>Percent (%)</b> |
|------------------|----------------------|--------------------|
| Yes              | 10                   | 90.9               |
| No               | 1                    | 9.1                |
| <b>Total</b>     | <b>11</b>            | <b>100</b>         |

Source: Research Findings

Furthermore, table 4.28 below highlights the areas where the system of performance appraisal in the ministry should be developed. Only 84 respondents said the system of performance appraisal in the ministry should be developed were required to answer this question by choosing more than one out of given options in close ended question.

**Table 4.28 : Areas where the System of Performance Appraisal should be developed**

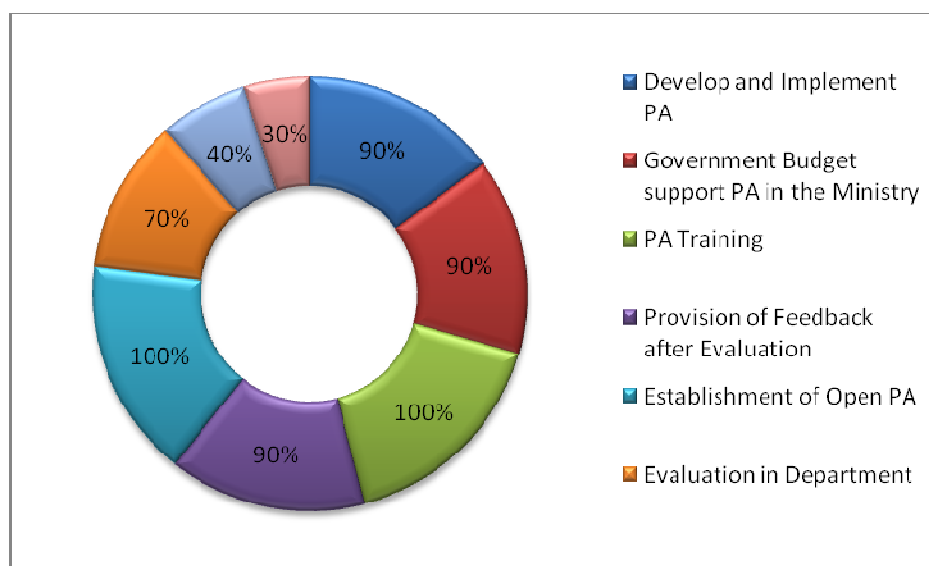
| <b>Areas</b>                           | <b>Frequency (N)</b> | <b>Percent (%)</b> |
|--|----------------------|--------------------|
| Development and implement PA           | 69                   | 82.14              |
| Government budget which support PA     | 78                   | 92.86              |
| PA Training                            | 79                   | 94.05              |
| Provision of Feedback after Evaluation | 73                   | 86.90              |
| Establish open PA                      | 75                   | 89.25              |
| Evaluation in Department               | 58                   | 69.05              |
| Standard living of employment          | 17                   | 20.24              |

Source: Research Findings

The table above shows that nearly all respondents 79 (94.05%) reported that among the areas whereby the system of performance appraisal in the ministry should be developed is the performance appraisal training while 78 (92.86%) of the respondent said

government budget which support performance appraisal, 75 (89.25%) said establishment of open performance appraisal, 73 (86.90%) respondents said provision of feedback after evaluation, 69 (82.14%) said development and implement performance appraisal, 58 (69.05%) said evaluation in department and 17 (20.24%) said standard living of employment.

Likewise, the above questionnaires results from subordinates relate to the interview findings from head of departments/ units (Figure 4.11 below), only 10 respondents said the system of performance appraisal in the ministry should be developed were required to answer this question by choosing more than one responses. The findings revealed that all respondents 10 (100%) reported that among the areas whereby the system of performance appraisal should be developed is the performance appraisal training and establishment of open performance appraisal in each while 9 (90%) of the respondent emphasized on government budget which support performance appraisal in the ministry, development and implement performance appraisal, and provision of feedback after evaluation for each, 7 (70%) stressed on evaluation in department, 4 (40%) respondents said raising the standard living of employees and 3 (30%) implementation of the performance appraisal results accordingly.



**Figure 4.11 : Areas where the System of Performance Appraisal should be developed**

*Source: Research Findings*

#### **4.15 Measures taken for Establishing/ Improving Performance Appraisal in Public Sectors**

The following is the summary of interview results from head of departments/ units in relation to the measures taken to establishing/ improving performance appraisal in public sectors. All respondents were required to answer this question in the form of open ended question. The respondents proved the following measures that the government has been taken to improve performance appraisal in public sectors:-

- ❖ Developments of public service acts and its regulation which indicate performance appraisal issues
- ❖ Reviewed of performance appraisal tools and already discussed

#### **4.16 Discussion of the findings**

This part cover the discussion of the research finding in relation to the literature reviews.

#### **4.16.1 Factors Leading Performance Appraisal in the Ministry**

The first research objective in this study was to find out about organization factors leading to performance appraisal in the public sectors. Based on findings, the study found out that the knowledge on performance appraisal was well known as justified by 89.77% of respondents from subordinates and 100% respondents from head of departments/units who said that they have knowledge on performance appraisal. The findings also revealed that 89.77% of respondents from subordinates agreed that there are factors making workers to be willing, happy and satisfied in working area. Likewise, 100% respondents from head of departments/units supported the existing factors leading performance appraisal in the ministry.

Moreover, the study identified different factors leading performance appraisal in the ministry. Among the factors identified by this study was promotion provided to the workers, performance appraisal plays significant role where promotion is based on merit and seniority. It discloses how employee is working in his present job working and what his/ her strong and weak points are. In the light of these, it can be decided whether he can be promoted to the next higher position. Other factor is the training conducted to the workers and development, performance appraisal tries to identify strength and weakness of employees on his present job, this information can be used for devising training and development programmes appropriate for overcoming weakness of the employees.

Furthermore, salary increase and other incentive were also identified by this study as a factor leading performance appraisal in the public sectors. Performance appraisal plays a role in making decision about salary increase, normally salary increase of an employee

depend on how he is performing his job. This should be in continuous evaluation of his/her performance. Likewise, good relationship between employer and employees, reward and job satisfaction were identified to influence performance appraisal in the public sector.

According to Rashid (2013), there is a positive relationship of work performance with performance appraisal and motivation. His findings identified that employees of banks of Sahiwal have high work performance due to performance appraisal and high motivation, both regression and correlation shows positive relationship of work performance with motivation and performance appraisal. Work performance is generated through performance appraisal and high work motivation.

Another study conducted by Kakei (2005) on Relationship between Performance Appraisal Satisfaction and Work Performance was conducted in Malaysia identified factors leading performance appraisal. The study indicated that, there is a positive relationship between performance and appraisal satisfaction and job performance, satisfaction with the performance appraisals positively influence work performance. Moreover, Mwita (2002) argued that the Government introduced Pay systems which have reflected many changes to occur gradually as well as many organizations still have a variety of payment systems. The aims of pay systems is designed to motivate, reward, recruit and retain employees, they now have wider expectations thrust upon them: improving quality and skills, changing the work culture and promoting co-operation.

#### **4.16.3 Effective performance appraisal methods used to evaluate employees in public sector**

The second objective of this research was to find out the effective performance appraisal methods used to evaluate employees in public sector, based on this objective number of variables were included as discussed in section 4.4 - 4.7.

Based on the findings of this study, the ministry has not clear system of evaluating employees, 48.9% of the respondents disagreed that the ministry of state president's office labour and public service in Zanzibar has a system of evaluating employees; it implies that it uses traditional methods to evaluate its employees. Like this findings was observed by Mai (1994) who argued that many organizations in Tanzania are using traditional methods of performance appraisal, the system is rigid and non participatory and which is in hence of the colonial ligancy.

Moreover, lack of official system of evaluating employees confirmed by heads of department/ units, whereby 45.5% did not responded on the question concerning to the period used by the ministry to evaluate its employees. This implies that, they did not understand the exactly period used by the ministry to evaluate its employees. However, Beer, et al (1985) argued that usually performance appraisal is done periodically either quarterly, semi annually or annually depending on the policy of the organization plan. The situation indicates that either the ministry has lack of system of evaluating employees or uses tradition system of evaluation in some of its departments.

The analysis results from subordinates as well as head of departments/units shows that, different methods used by the ministry of state president's office labour and public service to evaluate employees includes written essay, respondents believed behavioral A. rating scale, management by objective, graphic rating scale, multiple comparison, critical incident, and 360-degree appraisal method.

#### **4.16.4 Challenges that hinder performance appraisal**

The third objective of this research was to find out the existing organizational challenges that hinder performance appraisal process in public sector, based on this question number of variable were included as discussed in section 4.8.

Based on the findings of this study, current effective performance appraisal in the ministry of state president's office labour and public service was identified to be faced by a number of challenges. 82.95% of subordinate's respondents agreed that there were challenges which hindered the effective performance appraisal in the ministry. On the other hand, the above results relate to the interview data from head of departments / units where 90.9% of the respondents supported the existing challenges hindered the effective performance appraisal in the ministry.

Moreover, the findings also revealed that among the major challenges which have greater impacts on the effective performance appraisal in the ministry is the shortage of employees' feedback, lack of specific budget for appraising employees contributes much to hinder effective performance appraisal in the ministry. Other challenges identified in this study were lack of information to employees, halo effect and bias, lack of appraisal



skill of manager and lack of clear appraisal guideline. Employer may have personal bias against person nationality, religion and thus assign low ratings to all employees affiliated to those characteristics.

Likewise, William, et al. (1989), identified a number of challenges that hinder performance appraisal in the organization include lack of top management information and support, unclear performance standards, rater bias, too many forms to complete and use of the program for conflicting purpose. Furthermore, they concluded top 10 challenges that hinder the effective appraisal process in many organizations including Manager lacks information concerning an employee's actual performance, standards by which to evaluate an employee's performance are unclear, Manager does not take the appraisal process seriously, Manager is not prepared for the appraisal review with the employee, Manager is not honest or sincere during the evaluation, Manager lacks appraisal skills, Employee does not receive ongoing performance feedback, insufficient resources are provided to reward performance, ineffective discussion of employee development, Manager uses unclear/ambiguous language in the evaluation process.

#### **4.16.5 Feedback after performance appraisal**

The fourth objective was to find out the feedback after performance appraisal process undertaken in the ministry of state president's office labour and public service in Zanzibar. Number of variable was included in order to get the answer as discusses in section 4.9-4.13

Based on the findings, the ministry did not more emphasis on the feedback provision after evaluation process to its workers. 86.36% of the questionnaire respondents claimed that the ministry does not provide feedback after evaluation process. Moreover, the same results were identified by respondents from head of department/ units responded interview schedule whereby 54.6% did not agreed that the ministry provides feedback after evaluation process.

The results also highlights different criteria used by the ministry of state president's office labour and public service to increase salary to its employees includes annual increment, when employee promoted, once when the government decide to increase the sarlary of whole social servants, when employee increases his/ her level of education and job performance were among criteria used to increase salary of employees

Moreover, 51.14% of the respondents have been neither promote nor demoted by their employers since the date of employment. Moreover, 72.7% of head of departments/ units respondents agreed to be the responsible person to promote, demote, dismiss, suspend or terminate the employees. However, among criteria used to promote employees as identified by the study were educational level and working experiences, job performance, hard working of the employees, good behavior, creativity of the employees, seniority, availability of post and ability to pay, quick respond and satisfaction outcome of performance appraisal.

Likewise, the study identified that among criteria used to demote, dismiss and terminate employees were poor performance, indiscipline and bad behavior manifested by

employees. However, 66.67%, 83.33%, 66.67% and 100% of the head of departments/units respondents did not respond any alternative in the question relates to criteria used to demote, terminate, suspend and dismiss the employees. This implies that almost of the head of the departments/units did not understand the criteria used by the government to demote, terminate, suspend and dismiss its employees although they were responsible for implementation. Therefore, the situation indicates the ministry uses more traditional performance appraisal.

On the other hand, the most common impacts of effective performance appraisal in the ministry were identified in this study. Among the impacts identified were increasing quality of services, increasing performance and productivities, increase employees motivation, it acts as tool of corrective measures, it facilitates discussion, it provide data for host human resources management and demotion and discipline, it facilitates decision between employees and employer. According to Akuoko (2012) performance appraisal increased employee motivation which consequently increased productivity in the institutions. Individual employees may be motivated either based on individual factor (eg. Recognition, driving needs) or organizational factor (including enabling culture, feedback environment, existence of an effective performance management system, leadership support and encouragement), therefore the employer's understanding and ability to enhance employees' efforts activate performance.

As shown on the above findings, the ministry uses traditional system of performance appraisal. Therefore, the study analysis discovered the need to develop the system of performance appraisal by the ministry. 95.45% of questionnaire respondents thought that

the system of performance appraisal in the ministry should be developed. Moreover, the same results were identified in the interview question whereby 90.9% of respondents from head of departments/ units reported that the system of performance appraisal should be developed.

Furthermore, among the areas whereby the system of performance appraisal in the ministry identified to this study be developed were the performance appraisal training, government budget which support performance appraisal, establishment of open performance appraisal, provision of feedback after evaluation, development and implement performance appraisal, evaluation in department, raising standard living of employment and implementation of the performance appraisal results accordingly.

To insure that the performance appraisal is well exercised in public sectors, the government has taken different measures including formulation of public service acts and its regulation which indicate performance appraisal issues and reviewed the performance appraisal tools. The performance appraisal tools have been reviewed and already discussed in the ministry level and at principal secretary committee. Moreover, the ministry of state president's office labour and public service takes the responsibility for corrective measures. However, recently the ministry uses traditional system of performance appraisal. The situation is different to other Africa countries that employed Performance Appraisal System (PAS). For example, according to Ochoti et al. (2012) The Government of Kenya introduced Performance Appraisal System to refocus the mind of the public to improving performance of employees in their service delivery.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the summary, conclusion and recommendations of this study relating to the role of performance appraisal in improving performance of Zanzibar public sector.

#### **5.2 Summary of the key findings**

Based on the findings of this study, the current performance appraisal in the ministry of state president's office labour and public service is ineffective. The findings revealed that the ministry has lack of official and clear system of evaluating employees and uses only tradition methods of evaluation. Moreover, the study identified that the ministry has lack of performance appraisal policy, which implies lacks of official tool and guideline required in exercising performance appraisal. Another issue identified in this study was lack of feedback provision on the ministry after evaluation process to its workers.

Moreover, the ministry of state president's office labour and public service was identified to be faced by a number of challenges which have greater impact on effective performance appraisal such as shortage of employees' feedback, lack of specific budget for appraising employees, lack of information to employees, halo effect and bias, lack of appraisal skill of manager and lack of clear appraisal guideline

Also the study identified that majority of the workers involved in this study have been neither promoted nor demoted by their employers since the date of employment. Moreover, among criteria used to promote employees as identified by the study were education level and working experiences, job performance, hard working of the employees, good behavior, creativity of the employees, seniority, availability of post and ability to pay, quick response and satisfaction outcome of performance appraisal.

Likewise, the study findings identified that among criteria used to demote, dismiss and terminate employees were poor performance, indiscipline and bad behavior manifested by employees. However, the study revealed that almost of the head of the departments/units did not understand the criteria used by the government to demote, terminate, suspend and dismiss the employees although they were responsible for implementation. Therefore, the situation indicates the ministry uses more traditional performance appraisal.

Other issue observed in this study is the common impact of effective performance appraisal. Among the impacts identified were increasing quality of services, increasing performance and productivities, increase employees motivation, it acts as tool of corrective measures, it facilitates discussion, it provide data for host human resources management and demotion and discipline, it facilitates decision between employees and employer;

The findings also identified a number of factors leading performance appraisal including promotion provided to the workers, training conducted to the workers and development,

good relationship between employer and employees, salary increase and other incentive , demotion, reward and job satisfaction influences make the workers to be willing, happy and satisfied in their working areas.

As shown on the above findings, the ministry uses traditional system of performance appraisal. Therefore, the study analysis discovered the need to develop the system of performance appraisal by the ministry. Furthermore, among the areas whereby the system of performance appraisal should be developed is the performance appraisal training, government budget which support performance appraisal, establishment of open performance appraisal, provision of feedback after evaluation, development and implement performance appraisal, evaluation in department, raising standard living of employment and implementation of the performance appraisal results accordingly.

### **5.3 Implications of the Findings**

Among the challenge which was identified by this study to have a greater impact on effective performance appraisal in the Ministry of State President's Office Labour and Public Service is the lack of specific budget for appraising employees. Therefore, the Revolutionary Government of Zanzibar may use this result to encourage budget concerning performance appraisal in the ministries level to support employees annual increase, promotion and motivation after performance appraisal process.

Also the findings of this study identified that the Ministry of State President's Office Labour and public service used tradition methods of performance appraisal to its employees which experiences a lot of challenges. This study is crucial to the Ministry

for improvement the traditional system of appraising employees to modern , the modern performance appraisal directly or indirectly identify the better performance of employees who should get the majority of available merit pay increase, bonuses and promotion.

Moreover, among the area where the system of performance appraisal identified by this study be developed by the Ministry State President's Office labour and public service is the performance appraisal training. Through this finding the ministries will make decision to determine the training needs and development programmes appropriate for overcoming weakness of employees especially on the process of performance appraisal for better performance of public sector.

Furthermore, the study identify that the Ministry State President's Office labour and public service to have lack of performance appraisal policy, despite having the positive relation to the performance appraisal process. Hence, these findings mobilize the Ministry to emphasize the establishment and analyses of performance appraisal policy for providing guideline for the implementation of reviewed performance appraisal tools.

#### **5.4 Conclusion**

Overall, it is evident that effective performance appraisal is important for any public as well as private institutions so as to increase quality of services, performance and productivity of the institutions and avoid misjudgment to the employees. In this respect, effective performance appraisal enables the institution to achieve the intended goals.



Further, the system of performance appraisal in the ministry should be developed to solve the faced challenges.

## **5.5 Recommendations**

In this part, the researcher is provides suggestions and recommendations in order to make effective performance appraisal for employees to improve efficiency in service provision.

### **5.5.1 Recommendations to the Government.**

The Government as a cornerstone of different institutions such ministries, commissions, and cooperatives, has the duty to make sure that these institutions reach the objectives of provision of goods or services to society. From that, it has responsibility to support them in terms of funds, experts and resources that can guide to perform certain activities including the performance appraisal.

Through its civil services departments, the government should make sure that every Institution has experts (human resources practitioners) who are able to conduct the evaluation practice seriously so as to institute performance of government Institutions.

### **5.5.2 Recommendations to the Ministry**

- In order for the Ministry to make effective evaluation to employees there should be government support, intervention and participation in the exercise otherwise it might be difficult to be handled effectively. Therefore, the ministry has the responsibility to prepare performance appraisal policy and strategies which lead

to evaluate employees, then the government could complement to accomplish the whole process.

- Also the Ministry should employ experts or officers who are qualified and able to evaluate employees in the organization. This is because everyone will have played its part from what he or she specialized.
- A part from the above statement the HRM specialist can play part to facilitate and administrate the evaluation process, improving worker morale and promoting improvement of services and production in the ministry.
- Financial and none financial incentives should be linked to the annual appraisal system, so as to motivate employees better.
- The use of modern performance appraisal methods like management by objectives and 360 degree are effective in the process of appraising employees in the ministry.
- Performance appraisal in public sector should effectively link to the performance management system for improving performance of public institution.

### **5.5.3 Recommendations to employees**

- Finally, employees should have special commitment on performing their duties and responsibilities so as to improve productivity/ services in the ministry. In the case of evaluation process, employees should fill the performance appraisal form, and then request feedback to their self assessment.

- Employees have to establish solidarity and cooperation among themselves which will help them to establish their own evaluation in their departments, and recommend about their rights in departments and recommend about their right recognition.

## **5.6 Limitations of the Study**

This study was encountered by two types of limitations: The first is Mechanical limitations which include time constraint, financial capacity and the limited expertise on the part of researcher. The second is the methodological limitations including insufficient interaction between researcher and respondents and reluctance of some respondent.

### **5.6.1 Time Frame**

The researcher is a permanent employee. Therefore he conducted the research while going to work. Hence his time had to be portioned among research activities and work responsibilities. This reduces time to concentrate on research assignments and make it difficult to finish the study in a scheduled time frame.

### **5.6.2 Financial Limitation**

Other problem faced this study is the shortage of fund. This problem affected the availability of enough research subsidies hence the researcher had to meet research costs such as stationeries, secretarial services and transport expenses and so forth from his pocket

### **5.6.3 Reluctance of Respondents**

During data collection of this study the researcher faced the problem of some respondents not giving cooperation while other did not provide correct and clear answers due to feare to be against management norms or thought that had a right to be paid for the information that they provided.

### **5.6.4 The Problem of Expertise**

The author of this study is student in research methodology. Therefore, shortcomings that are to be seen in this report should be viewed in the experimental perspective towards conducting successful research projects.

### **5.7 Suggested Areas for further study**

There is great potential for conducting further research to identify factors which hinders the provisions of feedback to employees after the process of evaluation completed. As the means of motivation to employees, there is need to analyse the performance appraisal policy to see how it can be implemented in Public Organizations. Also like this study conducting appraisal in private sector in Zanzibar, the study can be useful for making comparison and differences of performance appraisal done between public and private sector.

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This Interview Schedule is for the study about the role of performance appraisal system in improving performance of Zanzibar public sector, a case study President's office Ministry of labor and public service in Zanzibar. It is a part and parcel of requirement for the award of MHRM.

## SECTION ONE

1. Age ..... years.

Put tick where appropriate

2. Sex: (a) Male ( ) (b) Female ( )

- ### 3. Educational level

- (a) Primary ( ) (b) Form IV ( ) (c) Form VI ( )
- (f) Diploma ( ) (d) Undergraduate ( ) (e) Post Graduate and above ( )

4. Job Position ..... Department.....

5. Number of years in employment ( )

6. As a head of department, do you know what performance appraisal is?

- (a) Yes ( ) (b) No ( ) (c) None ( )

### Factors leading to performance appraisal

7. Are there any factors making you working willingly, happy and satisfied in working in your organization? (a) Yes ( ) (b) No ( )

8. If yes, what are they.....

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

### Effective performance appraisal methods

Specific information (please tick or explains where appropriate)

9. Does the ministry has performance appraisal policy and implemented?

(a) Yes ( ) (b) No ( ) (c) None ( )

10. How long do you evaluate employees? (Please tick appropriate item

(a) After one year ( ) (b) After two years ( )

(c) After three years ( ) (d) Four years and above ( )

11. What are the common methods used in performance appraisal in your ministry?

(Please choose from the following)

1. Critical incident ( ) 4. Multiple comparisons ( )

2. Graphical rating scale ( ) 5. Behavioral A. rating scale ( )

3. Write essay ( ) 6. Other methods (please list them

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12. Are there any challenges(s) that hinder the effectiveness of performance appraisal in the ministry?

i. Yes ( ) ii. No ( )

13. If yes what are they

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14. Do the ministry provide feedback after evaluation process?

1. Yes ( )                      2. No ( )

15. If yes, what are procedures used to provide feedback to employees

(Tick those you think are followed, more than one answer is acceptable)

i. Immediate supervisor ( )      4. Peer evaluation ( )

ii. Self evaluation ( )      5. Immediate subordinate ( )

iii. And other (please mention)-----

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### SECTION THREE

#### **The role of performance appraisal and improve performance**

16. Are you responsible to recommend / increase salary of employees?

- i. Yes ( )                      ii. No ( )

17. If yes which criteria are used for increment of employees salary.-----

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18. As a head of department, are you responsible to promote, demote, suspend, dismiss and terminate employees?

1. Yes ( )                      2. No ( )

19. If yes which criteria do you use in this case?

1. Promotion      2. Demotion      3. Dismiss      4.Suspend      5.Terminate

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20. From the following what are the common impact of effective performance appraisal. (Please choose from the following more than one answer is acceptable)

i. Increase employee motivation ( )

ii. Facilitate discussion between employees and employer ( )

iii. Provide data for host HRM ( )

iv. Increase performance and productivities ( )

Demotion and disciplining ( )

v. And others explain-----

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21. Do you think the system of performance appraisal in ministry should be developed?

Yes ( ) No ( )

22. If yes, please choose from the following more than one answer is acceptable

i. Develop and implement performance appraisal.

ii. Government budget which support performance appraisal in the ministry.

iii. Performance appraisal training.

iv. Provision of feedback after evaluation.

v. To establish open performance appraisal.

vi. Evaluation in department.

vii. Raises the standard living of employee.

viii. Others. (Please list them).....

23. What are measures taken toward establishing/improving performance appraisal in public sector

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## **Annex ii: Questionnaire for subordinates**

This Questionnaire is for the study about the role of performance appraisal system in improving performance in Zanzibar public sector, a case study at President's Office Ministry labour and public service in Zanzibar. It is a part and parcel of requirement for the award of MHRM. Please, I request you to give the proper answer on the questions contained in this questionnaire without showing your name, and information given will be in confidentiality.

### **SECTION ONE**

#### **Back ground information**

1. Age ..... year

Please tick the appropriate

2. Sex:

(a) Male ( ) (b) Female ( )

3. Level of Education

(a) Primary ( ) (b) Form IV ( )

(c) Form VI ( ) (d) Diploma ( )

(e) Undergraduate (f) Post graduate ( )

4. Job Position ..... Department .....

5. Number of years in employment ( )

### **SECTION TWO**

6. As an employee, do you know what performance appraisal is?

(a) Yes ( ) (b) No ( ) (c) None ( )

7. Are there any factors making you working willingly, happy and satisfied in

working in your organization? (a) Yes ( ) (b) No ( )

8. If yes, what are they.....

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

### Effective methods of performance appraisal

9. In your department or section, is there any system of evaluating employees?

(a) Yes ( ) (b) No ( ) (c) None ( )

10. What are the common methods used to evaluate employees in your ministry?

Choose one among the following

(a) Critical incident ( ) (b) Graphic rating scales ( )

(c) Behavioral A. rating scale ( ) (d) Written essay ( )

(e) Multiple comparisons ( )

(f) Other method (please list them)

11. Who is a responsible of your evaluation? (Please tic which is appropriate)

(a) Supervisor ( ) (b) Manager ( )

(c) Subordinate ( ) (d) Peers team members ( )

(e) Director ( )

10. During evaluation process, is there many or any challenges (s) that hinders effective performance appraised in the ministry?

(a) Yes ( ) (b) No ( ) (c) None ( )

12. If yes, examine the following challenges and choose which are common in the ministry.

1. Lack of information of employee ( ) 3. Shortage of employees feedback ( )

2. Halo effect and bias ( ) 4. Lack of appraised skills of manager ( )

5. Other factor ( please list them -----

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13. Does the ministry provide feedback after evaluation process?

(a) Yes ( ) (b) No ( )

14. if yes in No 11, what are processes used to provide feedback?

(Choose from the following, more than one answer is acceptable.,)

(a) Immediate supervisor ( ) (b) Peer evaluation ( )

(c) Self evaluation ( ) (d) Immediate subordinators ( )

(e) Any other please mention -----

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### SECTION THREE

#### Role of performance appraisal and improve of performance

15. Has your salary been increased since your date of employment?

(a) Yes ( ) (b) No ( )

16. For how long this process takes place?

(a) After one year ( ) (b) After two years ( )

(c) After three years ( ) (d) after four years and above ( )

17. Do you know which criteria are used to increase your salary?

(Please explain them)-----  
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18. As an employee, have you ever been promoted or demoted?

(a) Promotion ( ) (b) Demotion ( )

19. Which criteria are used either to promote or demote?

(a) Promotion (b) Demotion

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20. From the following impact of effective performance appraisal in the ministry which are the most common.

(Please choose from the following more than one answer is acceptable)

i. Increase employees motivation ( )

ii. Demotion and discipline ( )

iii. Provide data for Host HRM ( )

iv. Increase performance and productivities ( )

v. Facilitate discussion between employees and employer ( )

vi. Any others ( please list them)-----  
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21. Do you think the system of performance appraisal in ministry should be developed?

(a) Yes ( ) (b) No ( )

22. .If Yes, please choose from the following more than one answer is acceptable

- i. Develop and implement performance appraisal.
- ii. Government budget which support performance appraisal in the ministry.
- iii. Performance appraisal training.
- iv. Provision of feedback after evaluation.
- v. To establish open performance appraisal
- vi. Evaluation in department
- vii. Raises the standard living of employee.
- viii. Others (please list them).....  
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