DETERMINANTS OF THE EFFECTIVENESS OF PERFOMAMANCE APPRAISAL IN ZANZIBAR PUBLIC SECTOR: A CASE OF PRESIDENT'S OFFICE, CONSTITUTION, LAW, PUBLIC SERVICE AND GOOD GOVERNANCE AT PEMBA

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A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN RESOURCES MANAGEMENT

DEPARTMENT OF LEADERSHIP AND GOVERNANCE

THE OPEN UNIVERSITY OF TANZANIA

2021

CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open university of Tanzania a dissertation entitled: *"Determinants of the effectiveness of Performance Appraisal in Zanzibar Public Sector: A case of President's Office, Constitution, Law, Public Service and Good Governance at Pemba".* In partial fulfillment of the requirements for the degree of Master of Human Resources Management (HRM) of The Open University of Tanzania.

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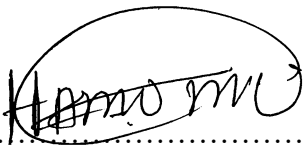**Dr. Salum Soud Mohamed**

(Supervisor)

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Date

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DECLARATION

I, **Hamad Muhamad Mussa,** declare that, the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfillment of the requirements for the degree of Master of Human Resources Management (HRM) of The Open University of Tanzania.

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Signature

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Date

DEDICATION

This work is dedicated to my family, my mother Mrs. Zainab Khamis Bakar and to my late father Mr. Muhamad Mussa Hamad, but deserved dedication to my beloved wife Ms. Khadija Tahir Ali and my sons Nabil and Mundhir as well as my daughter Kauthar

ACKNOWLEDGEMENT

ABSTRACT

The study considered effect of organizational support factors, communication factors and to the effectiveness of PA in public Zanzibar sector and, Managerial Practices to the effectiveness of PA in public Zanzibar sector. Sample of 44 employees of the office of President's Office, Constitution, Law, Public Service and Good Governance at Pemba were chosen by the use of simple random sampling. Data were analyzed by descriptive and inferential statistics. The study found that respondents are indifferent such that they failed to decide on the influence both of organizational support factors and of Communication factors to the effectiveness of PA in public Zanzibar sector, while, on managerial practice and the effectiveness of Performance Appraisal tends towards agree. With regard to regression analysis, only 45% of the variation of the outcome variable is explained by independents variable taking all together. The study conclude that PA in Zanzibar public sector is not promising and so far, has not reached the envisaged goal as stipulated in Zanzibar public sector human resource policy of 2011. The study recommends on Government to impart more knowledge in PA to cover both supervisors and subordinate, government to establish comprehensive and clear performance appraisal standards for each trade and industry. Furthermore, the government has to strengthen the PA system to be more reliable and valid with taking earlier established measurable objectives and targets in mind. Likewise result based performance appraisal should be adopted, at the same time government should speed up the implementation of the Zanzibar Public service policy specifically with issues related to performance standard and accountability.

Keywords: Organizational support, communication factors, effectiveness of PA, Managerial Practices

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LIST OF ABBREVIATIONS

CACRS   Closed annual Confidential Report System

CAG   Controller and Auditor General

GST   Goal Setting Theory

IPA   Institute of Public Administration

MBO   Management by Objectives

OECD   Organization for Economic Co-operation and Development

OPRAS   Open Performance Review and Appraisal System

PA   Performance Appraisal

PAS   Performance Appraisal System

ZAECA   Zanzibar Anti-Corruption and Economic Crimes Authority

CHAPTER ONE

INTORODUCTION

1.1   Background of the Problem

Performance appraisals are among the key functions of management to augment planning, organizing, controlling and programming. The concept of PA appraisal is shared synonyms with performance measurement, performance review and performance evaluation. it is an activity that assesses the productivity of workers in an establishment, identifying their strong points as well as their shortcomings in order to make them perform more efficiently (Lawrence 2014) as cited in Dauda, 2016). The main goal of performance appraisal in organization is to improve employee performance (Van Dijk & Schodl, 2015).

The geneses the current PA could be marked during the industrial revolution and become more prominent during the Second World War. During the industrial revolution PA was more reactionary and punitive with more consideration in organization output. Contrarily, during the peak of industrial revolution things started changing looking for improvement of work place performance with human lens (Fandray, 2001; Kennedy & Dresser, 2001 cited in Musiime, 2018). Since then, PA has been practiced in number of counties in developed and developing countries. For example, in 1999 OECD countries came out   with the best practices with evaluation, which advocate the necessity of conducting performance evaluation. Other countries document to practice PA includes England, India, South Africa, and Ghana just to mention few (Dauda, 2018).

Effective performance appraisal is beneficial to both organization and employee. On employee perspective for example Rao (2015) claimed that, performance appraisal give direction to employee that what exactly their way of required to do the job, motivate them to achieve their target and help them to improve their work performance.

Similarly, Mohrman, Resnick-West and Lawler (1989) as cited in Flaniken, (2009) proclaimed that, among the benefits of PA include; provision of managerial instrument for goal setting and performance planning with employees, improve employee motivation and productivity, encourage interaction concerning employee growth and development, make available a basis for wage and salary changes, and generate information for a variety of human resource decisions. Apparently, the importance of effective PA in maintaining competent and skilled work force in globalised and competitive labor market become more critical than ever in both private and public sector.

Even though, there is a world spread use PA, the same is not free from criticism. PA is criticized for being little integrated with employee motivation such as financial rewards (Grossi, 2012 cited in Tobias, 2019), level of organizational trust, perceived ineffectiveness of performance appraisal instruments, small monetary reward, a large and diverse bureaucracy (Condrey, 2012 cited in Tobias 2019). Other prominent problems of PA associated with halo and horn effect (Chowdhury, 2008; Lwein, 2004; Reeves, 2016) in Dauda (2018); managerial personal problem to frustrate staff (Reeves, 2016 cited in Dauda 2018), productivity oriented rather than worker-

oriented Chowdhury, 2008 in Dauda 2018) just to mention few in Tanzania is practiced through decades ago. In measures of the government of Tanzania to move away from the limitations associated with CACRS, in 2004 OPRAS were officially adopted (Abdalla, 2013; Baraka, 2015).

Zanzibar government has been taken initiatives to manage public sector on merits and competence bases with consideration of PA, such as establishment public service management policy (2011) and Public Service Act (Act No 2011 and 2014 regulations). Indeed, section 93 of the regulation provide the mechanism to undertake performance appraisal and the possible uses of PA results including promotion, training, transfer and demotion even through the list going long. Similarly, PA is among the issue of concern in the Zanzibar public   Management policy under human resource management issues.

In spite the initiatives to promote competence and merits based human resources practices in Zanzibar public sector including performance appraisal, the move have not achieved much. Literature claim the existing of ineffective performance appraisal in public sector Zanzibar (Khamis, 2016; Juma, 2014). Even though the literatures accused inadequate training, lack of PA policy and provision of feedback to employee of the PA findings for the in effectiveness of PA in Zanzibar the situation call further research.

Anchored with motivation related theories such as Goal setting theory, Expectancy theory and Reinforcement theory, the study look for assessing the determinants on

the effectiveness of PA in public sector Zanzibar with consideration of organizational, communication and management practice factors.

1.2   Statement of the Research Problem

Performance appraisals are among the key functions of management to augment planning, organizing, controlling and programming. Effective performance appraisal is beneficial to both organization and employee. It gives direction to employee, motivate them to achieve their target and help them to improve their work performance, it is managerial instrument for goal setting and performance planning with employees, improve employee motivation and productivity, encourage interaction concerning employee growth and development, make available a basis for wage and salary changes, and generate information for a variety of human resource decisions (Rao, 2015; Mohrman, Resnick-West & Lawler, 1989) cited in Flaniken, (2009).

On the other hand PA is criticized for being little integrated with employee motivation such as financial rewards (Grossi, 2012) as cited in Tobias, 2019), low level of organizational trust , perceived ineffectiveness of performance appraisal instruments, small monetary reward, a large and diverse bureaucracy (Condrey, 2012 cited in Tobias 2019). Other problems of PA associated with halo and horn effect (Chowdhury, 2008; Lwein, 2004; Reeves, 2016) in Dauda (2018); managerial personal problem frustrate staffs (Reeves, 2016 cited in Dauda 2018), it is productivity oriented rather than worker-oriented Chowdhury, 2008 in Dauda 2018)

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In a measure to improve PA, the government of Tanzania move away from CACRS, in 2004 and OPRAS were officially adopted (Abdalla, 2013; Baraka, 2015). Zanzibar government has been taken initiatives to manage public sector on merits and competence bases with consideration of PA, such as establishment of public service management policy (2011) and Public Service Act (Act No 2011 and 2014 regulations). Indeed, section 93 of the regulation provide the mechanism to undertake performance appraisal and the possible uses of PA results including promotion, training, transfer and demotion even through the list going long.

Similarly, PA is among the issue of concern in the Zanzibar public Management policy under human resource management issues. In spite the initiatives to promote competence and merits based human resources practices in Zanzibar public sector including performance appraisal, the move have not achieved much. Literature claims the existing of ineffective performance appraisal in public sector Zanzibar (Khamis, 2016; Juma, 2014). Even though the literatures accused inadequate training, lack of PA policy and provision of feedback to employee of the PA findings for the in effectiveness of PA in Zanzibar the situation call further research. The study intends to assess the determinants on the effectiveness of PA in public sector Zanzibar with consideration of organizational, communication and management practice factors. The study were be beneficial to PA stakeholders including appraiser and appraise and human resources management practitioners at large.

1.3   Study Objectives

1.3.1 General Objective

The general objective of the study is to assess the determinants of the effectiveness of performance appraisal in Zanzibar public sector, a case of president's office, constitution, law, public service and good governance at Pemba.

1.3.2 Specific Objectives

i)   To assess the effect of organizational support factors on the effectiveness of PA in public Zanzibar sector.

ii) To assess the effect of Communication factors on the effectiveness of PA in public Zanzibar sector.

iii) To assess the effect of Managerial Practices on the effectiveness of PA in public Zanzibar sector.

1.4   Research Questions

1.4.1 General Research Question

What factors affect the effectiveness of PA in public Zanzibar Sector?

1.4.2 Specific Research Questions

i)   Do organizational support factors influence the effectiveness of PA in public Zanzibar sector?

ii) Do Communication factors influence the effectiveness of PA in public Zanzibar sector?

iii) Do Managerial Practices affect the effectiveness of PA in public Zanzibar sector?

1.5   Significance of the Study

Results of this study are expected to be beneficial to a number of stakeholders. Firstly, the study findings will assist human resources practitioners including central public service department, organizational HR department and individual employee to establish effective measures to improve performance appraisal practices and consequently improve performance culture in public sector. Secondly, the study findings will contribute to body of knowledge and underlying conceptual framework on effective performance appraisal. Thirdly, the study findings will explore new avenue for academician to conduct further study with respect to the subject matter.

1.6   Scope of the study

The study is about to assess the determinants of the effectiveness of performance appraisal in Zanzibar public sector. The study was conducted in Pemba Island in three public sector offices. The coverage of the study includes three objectives with three independent variables and one dependent variable. Similarly, the study was linked with one performance appraisal related theory. One research instrument (closed ended questionnaire) was be used in data collection. Finally, the study was come up with study report with findings and recommendations.

1.7   Organization of the Study

The study is organized into five chapters. Chapter one consists   background of the study, statement of research problem, research objectives, and research questions, significance of the research, research scope and organization of the study. Chapter two is about literature review and consists of definitions key concepts, theoretical

review, empirical review, research gap and conceptual framework of the study. Chapter three is about research methodology to cover; research philosophy, research design and strategy, study area, population of the study, sampling and sampling techniques, data collection, tools to collect data, data analysis, and research ethics. Chapter four and five were composed of Data analysis and discussion of findings and Conclusion and recommendations respectively

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

The chapter introduces literature review and covers definition of key concepts, adopted research theory empirical analysis, research gap and conceptual framework of the study.

2.2 Conceptual Definition

2.2.1 Performance Appraisal

Performance Appraisal is the processes involved in evaluating how well employees perform their jobs when compared to a set of standards in order to provide feedbacks to them (Naamwinzie, 2019). Others define it as the process of obtaining, analyzing as well as recording information that revolves about the relative worth of the employee to the organization (Armstrong, 2009 cited in Idowu, 2017). In this study author adopted the definition of Lansbury (1988a) as cited in Islam & Rasad (2006) that, performance appraisal as "the process of identifying, evaluating and developing the work performance of the employee in the organization, so that organizational goals and objectives are effectively achieved while, at the same time, benefiting employees in terms of recognition, receiving feedback, and offering career guidance"

2.2.2 Performance Appraisal Systems

Performance Appraisal Systems are systems or formal structures which are put in place to evaluate employees' job performance (Naamwinzie, 2019).

2.2.3 Effective Performance Appraisal System

Effective performance appraisal is the one which motivate employees while employees accepting the rating results, build employee satisfaction and increase employee trust to management and consequently ensure performance improvements (Van Dijk & Schodl, 2015).

2.3   Theoretical review

Even though there are many theories related to effectiveness of performance appraisal, in this study author adopted Goal Setting Theory, Expectancy Theory and Reinforcement theory. Those theories are explained below in turn

2.3.1 Goal Setting Theory (GST)

GST was propounded by Lock and Lathan in 1984 (Latham, & Locke, 1991). The major premises of GST are the purposefulness of the consciousness of human which is regulated by individual's goal. Thus goals are ascribed a certain knock-on effect that leads to the mobilization of effort, to a focus on attention, and to an increase in endurance (Bungard, 2002 cited in Mwangi 2013).   Goal directed action is determined by self- generation (source of energy), value significance (survival) and goal causation (results) (Latham& Locke, 1991).

The choice of the theory in based on the relevance to the study since effective performance appraisal is being goal attainment of both organization achievements and employee career advancement and promotion. Likewise, performance appraisal is about participatory goal setting and goal measurement which fall under the

capacity of both rater and ratee and shortage of capacity in both sides undermine the performance and call for capacity building program which is among the outcome of effective performance appraisal. On top of the GST has a wide application and has undergone numerous rigorous empirical investigation and approvals such as application in logging industries (Baldes, 1975 cited in Fredie, 2015) and others (Yurtkoru et al, 2017) and is the surface the foundation for our conceptual framework.

2.3.2 Expectancy Theory

The theory was developed by Victor Vroom in 1964 on the ground of motivational factor (MF). The theory based on the postulation that, individuals have choices and they make decision based on which choice they perceive were lead to the best personal outcome decision. Also, individual tend to act in certain way based on the expectation that the act were be followed by a given outcome and the attractiveness of that outcome to the individual (Lloyd & Mertens, 2018). The source purport that Vroom's expectancy theory is built on the ground of three premises to include; expectancy or effort – performance linkage, instrumentality or performance reward linkage and valence or attractiveness of rewards.

The theory could be summarized as Motivation = expectancy * instrumentality* Valence (Lloyd & Mertens, 2018; Suciu, Mortan & lazar, 2013; DeSimone, 2015). According Lloyd & Mertens (2018 each premise has assigned value; expectancy 0 to 1, instrumentality 0 to 1 and valence -1 to 1

Expectancy is the anticipation that, a certain effort on their part were be lead to certain performance; Instrumentality is the perception that, a given outcome of performance on their part were lead them receiving anticipated reward, and Valance is the degree to which an individual has a preference to given outcome (Lloyd &Mertens, 2018.
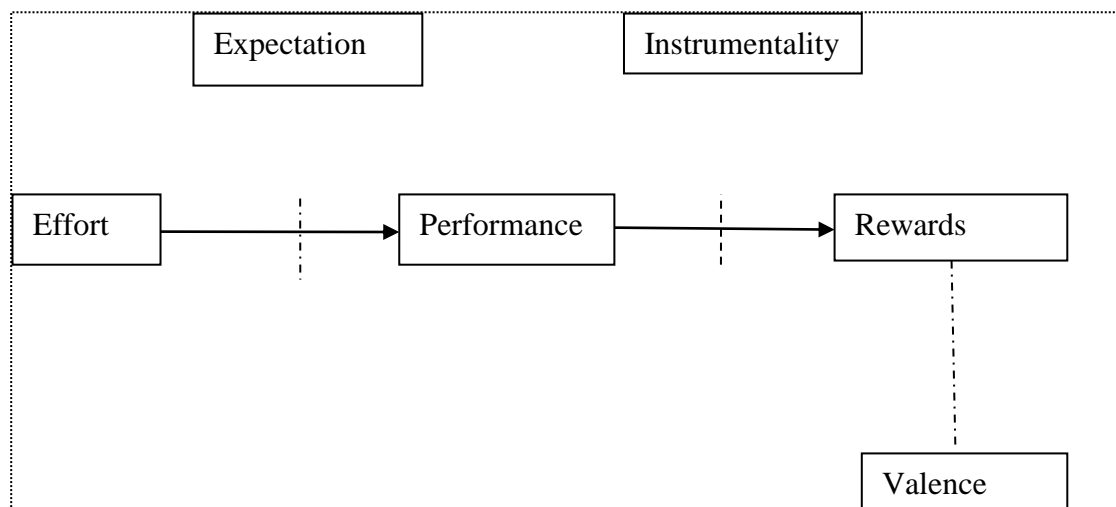
Figure 2.1: Expectancy theory model

Source: Lloyd & Mertens, (2018)

Expectancy theory is praised as it been subjected to empirical testing and it has a wide range of application as it provides linkages between effort and performance, performance and rewards and regards and personal goals such as applied by manger in the psychological process that motivate employee (De Simone, 2015). The source argued more that expectancy theory is more scientific and valid among some other motivation since rewards are linked to performance rather than seniority. In turn, expectancy theory is accused from its complexity nature as it olds many variables which undermine its practicability, its tendency of idealistic and hedonistic assumptions linked to it   claimed to undermine its validity and applicability.

2.3.3 Reinforcement Theory

Reinforcement theory is Behaviourist theory of motivation propounded in by B.F. Skinner in 1957. It is a term in operant conditioning and Behaviour analysis for process of increasing the rate or probability of a behaviour in the form of response by delivery either immediately or shortly after performing the behaviour (Amutan, 2014). Reinforcement theory purports that, through rewards or punishment consequences people were be motivated to choose behaviors which best organizational values (Luissier and Achan, 2016 cited in Scott, 2018).

Skinners reinforcement theory distinguished into four premises to include; Positive Reinforcement or reward, Negative Reinforcement, Extinction or Non-Reinforcement and Punishment (Omomia, & Omomia, 2014). Positive Reinforcement or reward are responses that are rewarded are likely to be repeated, Negative Reinforcement are responses that allow escaping from painful or undesirable situations are likely to be repeated while Extinction or Non-Reinforcement are responses that are not reinforced are likely to be repeated and Punishment are responses that bring painful or undesirable consequences were be suppressed (Omomia, & Omomia, 2014).

Even though reinforcement theory is honored with its adoption of situation approach to hold the external environment, the same is not out from critiques   such as difficult in   identifying effective rewards or punishment to suit different people with different behaviour and capacity (Amutan, 2014). The same is accused from being more

rewards oriented (Omomia & Omomia, 2014) and sometime might induce unethical conduct such (Redmond, 2010 cited in Amutan, 2014).

2.4   Empirical literature

The following section discusses empirical literature review organized into empirical literature Worldwide, in African countries and in Tanzania.

2.4.1 Empirical literature review World wide

Khan (2016) on Employees Perception on Performance Appraisal System in a public limited company in Pakistan covered four independent variables (Performance appraisal process, procedural justice, goal setting, feedback and pay for performance), primary data were collected using questionnaire constructed in Likert's scale from a sample of 150 management position employees in Sui Southern gas company while using both descriptive and inferential statistics data analysis (factor analysis and Regression Analysis) found that, Performance appraisal process, procedural justice, goal setting, feedback and pay for performance have positive effect of the perception of performance appraisal. The study failed to make recommendations.

Othman (2014) on Employee Performance Appraisal the case evidence from Brunei's Civil service with the use of mixed approach (qualitative and quantitative) employing interview from 14 employees and questionnaires from 355 employees across 10 government ministries the use while using both descriptive and inferential statistics (exploratory factor analysis confirmatory factor analysis, path analysis,

structural equation modeling) found that, that latent constructs (goal-setting and the purposes of performance appraisal; alignment of personal objectives with organizational goals; fairness of the appraisal system; types of performance evaluation measures; format of rating scales; appraiser-appraise relationship and credibility of appraiser; in-group collectivism; power-distance; and pay-for-performance constructs) were positively and significantly correlated to performance appraisal satisfaction.

The study recommends that, the current appraisal system in the public sector to be reviewed and the concept of performance management system to be incorporated in Brunei's public services. Such change needs top management initiatives and interventions, and the performance management processes need to be cascaded down to line managers and supervisors as well as employees.

Chatana, Pattnaik & Mohapatra (2015) on Determinants of Performance Appraisal: An Empirical Study with the use of factor analysis and correlation analysis from 100questionnaire covered19 attitudinal scale found that, Performance is a regular process in OCL Iron and Steel Ltd (OISL) which is conducted annually, 360 performance appraisal is followed in OISL, and most of the respondents are satisfied with the current performance appraisal system.

The study also found that, performance appraisal in OISL provides opportunity for self-review, equal to say fairness and transparency performance appraisal are maintained properly in OISL. The study found more that, Performance appraisal is

more effective in OISL because it is mutually designed and it allows frank discussion between appraisers and appraise, determine salary and promotion policy, non-financial rewards and recognition and training needs.

Moreover, performance appraisal was found to motivate employee to cooperate in appraisal system and employees' positive perception and contentment on performance appraisal system effects performance appraisal positively. The study recommends, the performance appraisal is to serve deferent purposes and it should be designed in customized way for different grade of employees and regular informal discussions with the immediate superior should be held and feedback on performance should be the employees on quarterly bases to maintain the flow of effective appraisal.

Phuong (2018) on Perceived justice in performance appraisal among Vietnamese employees: antecedents and consequences, using cross sectional data collected from 546 full- time employees through self-reported employees, while using inferential statistics (multiple regression analysis) in data analysis concluded that, size and type of establishment do not influence the adoption of PA tool and techniques. Furthermore, a configuration had impacts on employee perception of fairness in PA.

Finally, perception of justice reduced intention to quit, while procedural justice did not influence work performance. The findings suggested that Vietnamese organization should focus on improve the quality of PA system with the use of participative PA, force distribution system, provision of rater training and improve

the relationship between raters and rates. Furthermore, linking performance with pay and promotion is important to improve employee commitment and work performance. The reviewed literatures on the global context found PA practiced in various organizations even though with mixed findings. One hand findings proclaimed, PA is of benefit to both organization and workers such as effective communication between subordinate and supers and it files some good news related to career advancement and relate with employee satisfaction and provide opportunity to excel.

On the hands, contrarily, some findings PA is not well practiced and not much to achieve from both workers and organizational perspectives. The study recommend that Vietnamese organization should focus on improve the quality of PA system with the use of participative PA, force distribution. System, while insist in training together with improving between relationship between raters and ratees. In addition, PA should link with pay and promotion system to secure more employee commitment and work performance.

2.4.2 Empirical Literature Review in Africa

Banda (2018) on Analysis of the annual performance appraisal system in the ministry of health: a case study of Lusaka district with the use case study cross sectional non experimental design involved four hospital in Lusaka district and using Monkey survey system in data collection using questionnaire and descriptive statistics in data analysis established that, Annual Performance Appraisal System (APAS) is neither used effectively to decide on employees' rewards nor identify who should be

promoted in the Ministry of Health in Lusaka district. The study therefore concludes that, in general APAS is not effectively used, and this has made people to lose confidence in it, but filling the APAS form just for formality when they even know that it were not yield any tangible results. Unfortunately, the study lack recommendations.

Saad (2014) conducted a study on investigating the effectiveness of the performance appraisal process in the Egyptian tourism companies using self-administered questionnaires constructed in Likert's scale from383 employees from middle sized companies in Greater Cairo region, while data were analyzed with use of descriptive statistics (percentages). The study found that, most companies use performance appraisal as a tool to enhance employees' performance rather than an "outcome distributer" tool for making promotion, merit pay or dismissing decisions.

Further, the procedural justice of the performance appraisal process is, to a large extent, not guaranteed. The results, also, revealed that many companies conduct unproductive feedback sessions with low employee participation. The study recommends that top managers develop the appraisal goals and criteria that can be linked to the overall strategy of the organization. This was help planning, designing and conducting the performance appraisal in a cost effective way. Similarly, implementation of performance appraisal process should take on board appraisal standard that ensure information disclosure and reliability. On top of that, the study recommends to the Egyptian tourist companies to recruit managers who are likely to

be perceived as procedural fair without compromising training to managers on improvement procedural skills.

Banda (2020) titled effectiveness of annual performance appraisal system (APAS) in public service (a case study of Chipata district health office) with the use quantitative, data collected through questionnaire from 60 heath employees with the use of descriptive statistics (frequencies and percentages) found that, APAS was effectively used in appraising performance of civil servants. Individual Work plans and target setting were followed by concerned officers and appraisal was done accordingly.

Moreover, APAS was used for the purposes of rewarding the officers who deserved to be rewarded in Civil Service. The study also revealed that there monitoring of performance was mostly done annually during appraisal and feedback was there though it came on different intervals to officers. It was further revealed that the APAS was effectively used in making critical human resource decision such as identifying officers who should be promoted. Lastly, it was revealed that the APAS had achieved almost all the objectives for which it was established. The study recommends to Government to ensure all employees including the ones joining civil service should be trained in APAS and strengthening supervision, program should be sustained in all departments that are doing fine in using APAS and bring on board those that are not doing fine by facilitating trainings for them also there should be 100% coverage for government workers using APAS.

Idowu (2017) on Effectiveness of Performance Appraisal System and its Effect on Employee Motivation using mixed methods (qualitative and quantitative) while applying interview and questionnaire in data collection using of both descriptive (frequency and percentage) and inferential statistics (regression analysis) in data analysis found that, often employees were satisfied with the existing PAS at their organization. Since the organization use of a variety of performance appraisal techniques and motivation, it yields greater satisfaction when compared to a single techniques or type of motivation. Also the study pointed that rewards as the most statistically significant factor influencing satisfaction with existing PAS.

Furthermore, the study identifies five main ways in which performance appraisal influences employee motivation to include to assess employees 'ability to meet set objectives; use of job description as performance benchmarks; use of PA to help identify employees 'strength and weaknesses; and use of PA as a promotional tool. Each of these uses of performance appraisal was found contributes positively to employee motivation. Similarly, the study shows that use of performance appraisal for identifying employee strengths and weaknesses as well as a basis for employee promotion are the most statistically significant factors that influence employee motivation and conclude that, that the organization should focus on the two aspects to help improve motivation. Overall, the positive impact of the five identified roles in improving employee motivation helps confirm that a positive relationship exists between performance appraisal and employee motivation. The study recommend Performance appraisal systems should be designed in such a way that they create perceptions of fair treatment relative to other employees as well as the employee 's

own expectations and adapting a more personal approach in linking performance appraisal results to rewards and incentives. This could contribute significantly towards boosting of employee motivation as a result of improved levels of satisfaction.

Tobias (2019) on An investigation of the effectiveness of performance appraisals in the public sector in Namibia, using the Ministry of Works and Transport, Human Resources Department at the Head Office in Windhoek as a case study with a population size of 32 officials through mixed (structured and non-structured) questionnaires and employing descriptive statistics in data analysis found that, even though, the performance appraisal system in Namibia is practiced is yet to be effective and mainly based on the manager/ subordinate appraisal system and new employees in the public sector do not understand the processes and argued that the appraisal system was designed and imposed on the public sector employees by the management.

The study also indicated reluctance with PA and gave a variety of reasons including, the appraisal system is lacking incentives, lacks targets and agreements, favoritism and does not provide feedback and there is no evidence of monitoring and evaluation, less realistic as some assessments are just a formality. In addition, the study found reward the public sector employees who performed well after the appraisal opted recognition through certificate and educational as appropriate reward scheme. The study recommends on introduction of more participatory approaches to PA such as Management by Objectives (MBO) appraisal system and 360 degrees,

government to invest education and training of employee and the outcome of PA to use for rewarding   and incentive schemes

Ochoti et al (2012) conducted a study on factors influencing employee performance appraisal system: a case of the ministry of state for provincial administration & internal security, in Nyamira district, Kenya considering five independent variables including implementation process, interpersonal relation, rater accuracy, informational factors and employee attitude. Data were collected 76 employees through self-administered questionnaire while data while data analysis were made using multiple regression analysis tools. The study found that, PAS is influenced by implementation process, rater and ratee relationship, psychometric rater accuracy, informational factors and employee attitudes. The study shown more that, elimination of rating errors increases system efficiency and communication between the rater and ratee is crucial as understands the employee attitudes towards the PAS. Nevertheless, the finding established, the implementation process has a relatively high influence on the performance appraisal systems as compared to the other factors. The studies conclude that, if all these factors are taken into consideration, then PAS has the potential of being a good performance management tool. The study recommends the raters and ratees in the MoSPA, Nyamira district to ensure that there is total commitment support in all matters concerning the PAS implementation and continually train the raters for effective PA.

Musiime (2017) conducted a study on Factors Affecting Effectiveness of the Performance Appraisal System in Bank of Uganda (as dependent variables) with

three independents variables including organizational support factors, communication factors and managerial related factors. The study adopted cross sectional survey design using both qualitative and quantitative data collected from middle managers and banking staff from Bank of Uganda's Headquarter using questionnaire constructed in Likert's scale and interview from a sample 210 bank staff, while data analysis was carried out data using both descriptive (mean and standard deviation) and inferential (correlation and regression) data analysis found that, all independent variables (organization support, communication and managerial practices) had a statistically strong positive relationship with effectiveness of the performance appraisal system. The study depicted more specific that, communication and managerial practices greatly impact the effectiveness of the appraisal system in Bank of Uganda (BOU). The study recommends that Human Resources Department to sensitize staff in Bank of Uganda on the importance of performance appraisal to iron out the gaps identified by the Supervisors. In addition, Supervisors should be trained to be assertive, management skills and interpersonal relationships.

Mwangi (2013) on Performance appraisal practices among commercial banks in Kenya with descriptive cross sectional study design, covering all 42 commercial bank in Kenya, through self-administered questionnaire and the use descriptive statistics (mean, standard deviation frequency distribution and percentages) in data analysis found that, performance appraisal was carried out in the banks mostly on quarterly and the banks use performance appraisal for organizational development, employees' performance, salary increment or distribution of rewards, has a motivational effect on workers' performance, promotion, training, development and

training needs identification. In addition, the study found, performance appraisal is used in assessing employees' commitment to organizational goals and objectives.

Furthermore, the study found out that goal setting help to contribute to higher performance in the bank than only telling employees what to do and how to do and that the banks establishes goals that are perceived as challenging but realistic and to which there is higher level of commitment. More to that, Performance appraisal method used by the banks resulted in performance criteria/instruments used to measure employee performance being clearly defined, objective and employees in the bank undertake self-reviews, graphic rating scale is used to appraise employees, merit/pay bonus allocations was a motivating and fair, behaviorally anchored rating scale method is undertaken in the bank and bank appraise employees using comparative ranking method.

The study recommends that for appraisal to yield the desired outcomes, adequate attention should be paid to the avoidance of appraisal politics and the pursuance of fairness and transparency in the process. More training program regarding performance appraisal and all forms of discrimination and unethical practices, which could jeopardize the process, should be eschewed or avoided. Also Open-reporting system as opposed to closed-reporting system should be encouraged for performance appraisal to have a motivational effect on workers' performance and bank to adopt more participatory appraisal system for employee motivation and productivity.

The reviewed literatures on the Africa context found PA is practiced in many organization and its application on human resources practices such rewards, promotion and training among others. Literatures in some courtiers the findings depicted reasonably effectiveness of PA such that both sides benefits from the system on side. On the other side the PA has not achieve much from the predicted objectives. Apparently, the finding is silent on determinants of effectiveness of PA to bring on board the benefits of both parties within the organization (workers and organization)

2.4.3 Empirical literature review in Tanzania

Matonyo (2015) on the study on Effectiveness of open performance review and appraisal systems (OPRAS) in public service: a case of President's Office Public Service Management (PO-PSM) with the use of mixed case study covering 32 ordinary employees and 6 top management, while data were collected using both questionnaires constructed with Likert's scale (ordinary employees) and interview (top management) employing descriptive statistics (frequencies and percentages) and content analysis found that, OPRAS application is well known to the employees and is currently the appropriate way to evaluate employees' performance and provided a high degree of involvement of employees during the evaluation process, where there is openness and transparency during the employees 'evaluation. The attitudes or perception of employees towards OPRAS at PO-PSM, were quite positive therefore rendering it a suitable appraisal system for the Public Service.

In addition, the study found that, OPRAS was effectively used in providing feedback of the employees' performance thus, providing opportunities for various interventions to be taken so as to improve the employees' performance. On turn the study identified factors that affect the effectiveness of OPRAS, to include design of the system, poor budgetary allocation to activities measurable under OPRAS, lack of incentives tied to OPRAS, poor planning of activities and of training in the use of OPRAS. From the study conducted it can be conclusively being ascertained that OPRAS is currently the most effective way to evaluate employee's performance in the public Institutions. The study recommended public institutions to create an awareness to employees on the usage of the system, design well the system to match with the organizations structure, link budgets to employee's activities, introduce direct rewards systems to reward good performers punish poor performers.

Mchome (2014) titled Factors affecting the effectiveness of Performance appraisal function at the Tanzania electric supply company limited (TANESCO) with use of both descriptive (frequencies and percentages) and inferential data analysis (Regression Analysis) found that, even though Performance Appraisal was crucial in addressing institutional as well as staff member needs if effectively regularly and timely done in a participatory manner, performance appraisal at TANESCO was less effective due to lack of knowledge about the appraisal system, low top management support, ineffective performance feedback mechanism in the Performance Appraisal process.

The study recommends, the management through the human resource department should organize and elaborate regular training program for both managers (appraisers) and employees (appraised) on the performance appraisal process, setting of performance standards, and also keeping and maintaining accurate records of employee's performance.

In addition, the performance appraisal system should be redesigned to embrace a proper communication channel through performance interview for feedback on the performance appraisal results at the same time management should ensure good performance is rewarded.

Chitunchi (2020) titled Effectiveness of performance appraisal system on the performance of financial institution: a case of United Bank of Africa using a case study mixed approach from 89 respondents 89 (employees), through questionnaires constructed with Likert's scale, while data allayed quantitatively using descriptive statistics (frequencies and percentages) and qualitatively using content analysis found that, employees are aware of performance appraisal especially the system used in appraising and the one responsible for appraising the performance of employees.

Also, findings reveal more that performance appraisal has several impacts such as motivation and job satisfaction, training and selection process, expectations of employees and employers. On the other hand, the system also is affectedly some factors such as poor communication and follow-ups, cost, resistance of employees, poor management support. The study recommends that training should be provided to all staff about the system and after evaluation and appraisal policy should be

communicated and known to all staff. Likewise, Management should ensure that employees are involved and participate during the process; feedback has to be provided and consider different ways to overcome factors affecting the implementation of performance appraisal system.

Mwaipopo (2013) titled factors affecting effective performance appraisal in the public sector: a case of the Ministry of Communication, Science and Technology with the use of both descriptive (frequencies and percentages) and inferential statistics (Correlation and Regression Analysis) found that, employees who are knowledgeable attended training and participating in Open Performance Review and Appraisal System (OPRAS). However, the main factors affecting performance Appraisal were identified as difficult in setting objectives, OPRAS not linked to reward and inadequate employee training so conclude that, OPRAS is not successful implemented.

The study also found problems in objectives setting cascading and OPRAS form was not user friendly. Even though OPRAS was so is good but appraises and appraised must be trained and need to be linked to performance rewards and provision of adequate resources. The study recommends that, appraisers and appraises should be trained, good performance should be rewarded, top management should support OPRAS and OPRAS form should be amended accordingly.

Khamis (2015) on Assessing the role of performance appraisal in improving performance of Zanzibar public sector: a case the Ministry of State President's

Office labor and Public Service using deductive analytical study from 88 government employees and government officials though questionnaire and interview and data analyzed by using both descriptive statistics (frequencies and percentages) established that, the current performance appraisal in the ministry of state president's office labour and public service is ineffective as the ministry has lack of official and clear system of evaluating employees and uses only tradition methods of evaluation. In addition, the study depicted that the ministry has lack of performance appraisal policy, which implies lacks of official tool and guideline required in exercising performance appraisal.

Furthermore, the study disclosed lack of feedback provision on the ministry after evaluation process to its workers. The study also found number of challenges which have greater impact on effective performance appraisal to the ministry of state president's office labour and 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. The study recommends to the ministry to establish performance appraisal policy and enduring more capacity building programs to ministry officials and the civil service at large with respect to performance appraisal specifically and methods and tools for performance appraisal.

Khamis (2014) on Factors influencing implementation of performance appraisal system in public organizations: a case of Zanzibar Electricity Cooperation (ZECO) in which data were collected from 140 ZECO employees employing questionnaires

constructed with Likert's scales and data were analyzed using descriptive statistics (frequencies and percentages) indicated that, ZECO was still using Closed Annual Confidential Report System instead of OPRAS using descriptive data analysis found that, despite the use of CACRS still the performance was in average and workers were still working fairly not perfectly.

The study also indicated that CACRS was successfully implemented. Similarly, different impacts from performance appraisal were identified including improvement of public services delivery, organization to assess the individual employees, increase of team work and the like. Nevertheless, some challenges that hinder effective implementation of performance appraisal were identified to including inadequate training to workers about the appraisal system. The study recommends public institution to adopt OPRAS, adhering with professionalism and merits system in PA rather than political motives, training of workers on PA and proper policies and guidelines to be well communicated form central government to its institutions.

2.5   Research Gap

Literature reviewed covered worldwide (Khan, 2016; Othman, 2014; Chatana, Pattnaik & Mohapatra, 2015; Phuong, 2018), African (Banda, 2018; Idowu, 2017); Tobias, 2019; Musiime, 2017) and Tanzania including Zanzibar context (Matonyo, 2015; Chitunchi, 2020; Khamis, 2015). The literatures among other things found that, PA is practice at different level of efficiency. For the case of Zanzibar little information available as little attention has been given to HR researchers.

Apparently, the researcher found little information of PA which not explicitly to determine the factors influencing PA in Zanzibar scenario. Therefore, the work need to be done to contribute in bridging practical gap, inferential gap knowledge gap and contextual gap below is the conceptual framework for the intended research to fill the identified research gap.

2.6 Conceptual framework

The study is guided by the following conceptual framework
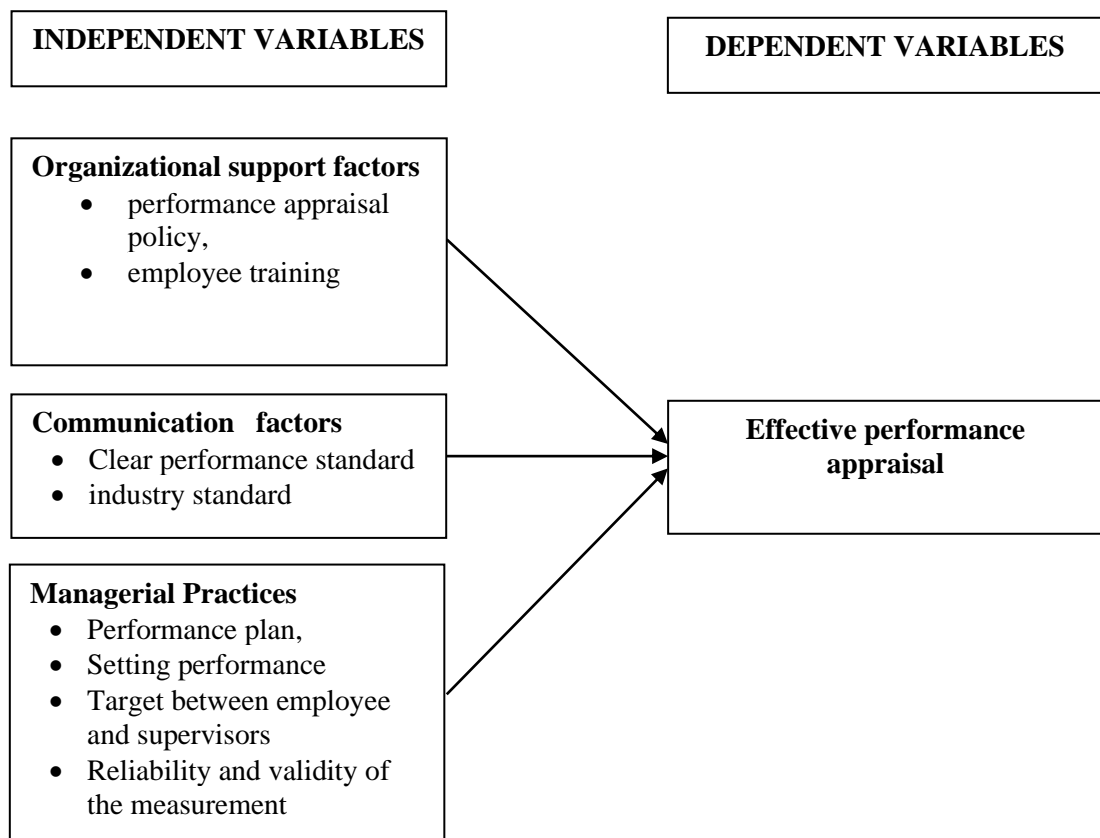
Figure 2.2: Conceptual framework

Source: Modified from Musiime (2018)

2.7   Theoretical framework

The study set the preposition that organizational support factors   (performance appraisal policy, employee training etc.), communication related factors (clear performance standard, industry standard, content of performance appraisal, clarity and freedom communication, etc.), managerial practices (performance plan, setting performance target between employee and supervisors, reliability and validity of the measurement, etc.) have strong influence on the effectiveness of employee performance appraisal. In other words, availability of organization supports, availability of clear communication between employee and supervisor and availability better managerial practices, there is likelihood of making performance appraisal more effective; triggered by aligning of appraisal system to organizational strategic objectives, improvement of employee satisfaction and loyalty, building employ competency and skills, predicting future performance among others.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Chapter three composed of research philosophy, scope of the study, data collection methods, study population, sample size, study area, data analysis, validity and reliability of research instruments, research ethics and study limitation.

3.2 Research design

The study opts explanatory, single case study on cross sectional bases. The ground of this adoption is that, it relatively more advantageous on cost reduction, and read the subject in great depth with maximum control of the research process to ensure research process generate representative and credible findings of the general population compared other strategies. Also, proper sampling techniques and methods on sample survey were be used to select representatives so as to reduce element of bias and sampling error. On top of that the design were assist in gathering more quantitative data for easier data analysis including testing planned regression model.

3.3 Area of the Study

The study was conducted in President's Office Constitution and Good Governance located in Pemba Island at Chake Chake. Participants were drawn from four institutions under the ministry to CAG, ZAECA, Head office and IPA. Pemba is

selected as area of the study due to proximity and familiarity to the researchers as he is the employee of the organization.

3.4   Population of the Study

About 145 employees of the President's Office Constitution and Good Governance located in Pemba Island constitute the study population as identified in Nominal roll in the office of Human officer. Participants were drawn from four institutions under the ministry to CAG, ZAECA, Head office and IPA. It was composing employees at managerial, supervisory and lower levels who appraised their performance and make affected by PA in one way or another on their career life.

3.5   Sampling Design and Sample Size

3.5.1 Sampling Design

The study population composed of 145employees of managerial, supervisory and lower cadre from the President's Office Constitution and Good Governance relocated in Pemba Island. In sample selection Stratified and random sampling were used. The population divided in four strata on the bases of departments and institution under the Ministry. Probability sampling (Simple Random sampling) procedures were be used to select sample of employees from four strata to include CAG, ZAEKA, Head office and IPA. Simple random samplings were being employed as it relative easier and representative since the sampling frame is already available in the office (Nominal roll).

In stratified sampling, the procedure used to determine the sample size as follows. The number of the element chosen from stratum ι were be n.Pι from $n_1…n_ι$; Where ni = Number of population in each stratum, Pι = the proportion of population included in stratum ι and n sample size from different stratum from n1….nι

Total sample were be = n1+n2+…. nι

Taking the population proportion of 30 % in each stratum of employees (Krishnaswami, 2002 Abdallah, 2013), this gives up to constitute the sample size 145.

3.5.2 Sample Size

Sample size composed 44(30%) of employees. It composed of employees of managerial, supervisory and lower cadre from the President's Office Constitution and Good Governance relocated in Pemba Island as depicted in Table 3.1. The sample size is more than enough to represent the population and for data analysis.

Table 3.1: Sample distribution

Organization	Population	Sample Size	(%)	Sampling Design
CAG	60	18	30	Simple Random Sampling (SRS)
ZAECA	35	11	31	Simple Random Sampling (SRS)
Head Office	32	10	31	Simple Random Sampling (SRS)
IPA	18	5	28	Simple Random Sampling (SRS)
TOTAL	**145**	**44**	30	

Source: Author computation 2020

3.6   Methods for Data Collection

Data collection is the process of gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer stated

research questions, test hypotheses, and evaluate outcomes (Kabir, 2016). Both primary data and secondary data were used to inform the study.

Primary data were be collected by using closed ended questionnaires constructed with five points Likert's Scale (5= strongly agree; 4= Agree; 3= neutral; 2 disagree and 1= strongly disagree). Secondary data were during contextualization of research problem and during literature review.

3.6.1 Secondary Data

According Kabir (2016), Secondary data are that has already been published in any form. The review of literature in any research is based on secondary data. They are collected by someone else for some other purpose (but being utilized by the investigator for another purpose) (Kabir 2016). In the study secondary data were searched from government reports, academic periodicals including journals, dissertation among others were used in literature review consequently   supplement information during discussion of the research findings.

3.6.2 Primary Data

Primary data is the one, which is collected for the first time by the researcher. Primary data were collected to support in the achievement of each of the stated earlier research objectives. The source of primary data in this study is   workers from the President's Office, Constitution, Law, Public Service and Good Governance in Pemba Island. In turn respondents were be requested to give their perception based on organizational, communication and managerial related factors in relation to performance appraisal.

3.7   Data Collection Tools

The major instrument for collecting primary data is questionnaire. Primary data were be collected by using closed ended questionnaires constructed with five points Likert's Scale (5= strongly agree; 4= Agree; 3= neutral; 2 disagree and 1= strongly disagree). A well-structured questionnaire was used as the main tools for collecting data primary data. The questionnaire was being self-administered on the bases that, respondents are literate and unlikely to have difficulties responding to questionnaires. Likewise, questionnaires were used since the study is concerned with study variables that cannot be directly observed such as views, opinions, perceptions and feeling of the respondents. Such information is best collected through questionnaires (Kothari, 2004). On the other hand, desk review was used to collect secondary data

3.8   Reliability and Validly of data

3.8.1 Reliability

To measure the reliability of the data collection instruments an internal consistency, technique using Cronbach's alpha was applied. Cronbach's alpha is a coefficient of reliability that gives an unbiased estimate of data generalizability. The cutting off value of $\alpha \geq 7$ was observed. In addition to that, proper coding, unambiguous instructions and unbiased interview were among the strategies for maintaining internal validity of data. SPSS w used to generate Cronbach's alpha is coefficient as depicted in Table 3.2. The Cronbach's Alpha also for each variable is almost .7 which robust for measuring internal consistency of data collection instruments (Taber, 2018).

Table 3.2: Scale for reliability test

Variables	Number of items	Cronbach's Alpha
Organizational support factors	6	.655
communication factors	7	.670
Managerial practice	6	.758
Effectiveness of PA	8	.672

Source: research findings 2021

3.8.2 Validity

Validity means how data obtained in the study accurately represents the variables. On other words how data are accurate and meaningful to correspond to the results. To ensure of research instrument (questionnaire) external validity were maintained though carrying out a pre-testing of the research instruments. Piloting test were done on the same research instruments on a different but homogeneous sample of 15 respondents before going to the actual field activity. The pretest was come up with content, structural and scale validity comments to be incorporated in data collection instruments. Content Validity Index (CVI) were be used for making sure that data validity is maintained.

3.9 Data Analysis

Collected data which are mainly quantitative were be analyzed using both descriptive and inferential statistics. In case of descriptive statistics frequency distribution, arithmetic mean and standard deviation were used while correlation and liner regression (Least square) model were be used to establish the effect of independent variables on dependent.

The proposed model to tested is depicted here under

$$EPA = \beta0 + \beta_1 X_1 + \beta2 X_2 + \beta_3 X_3 + \alpha$$

Where by $\beta0$ = Y intercept

$\beta1$- $\beta3$ are coefficients

EPA = Effective performance appraisal

X_1= organizational factors, X_2 = communication factors, X_3, management practice and α represent error term (the probabilistic nature of the model).

Statistical tools such as excel and SPSS (linear regression analysis) were make aid in data analysis.

3.10 Variables and Measurement

Variable have measured using five points Likert's Scale (5= strongly agree; 4= Agree; 3= neutral; 2 disagree and 1= strongly disagree). Data to be collected were based on practice of performance in the dimensions of organizational factors, communication factors and management practice.   Equal to say both ordinal and nominal scale were be used.

3.11 Ethical Consideration

Ethical clearance was requested and granted from the Open University of Tanzania via Pemba Regional Director. Also, research permit requested and obtained from Vice President's Office and all responsible authorities were kept informed. Furthermore, all responsibilities were borne by researcher during the study and there were no disclosure of their identity. In order to achieve this, all questionnaires that were supplied have no name or tag on it. In addition, there was thoroughly check on language and words that were seen to be abusive or immoral   were corrected or

removed. This was to make sure that the wellbeing and dignity of participants is a matter of great concern. Using verified scales and testing by a pilot study helped to ascertain it. Furthermore, plagiarism were avoided as any documents cited were be dully acknowledging and proper referenced by APA reporting style. Likewise, no data fabrication, research findings were report fairly and in true manner.

CHAPTER FOUR

FINDINGS AND DISCUSSION

4.1   Overview

Chapter four is about data presentation, analysis and discussion of research findings. it composed of three sub sections based on research objectives constitutes the determinants on the effectiveness of Performance Appraisal in Zanzibar public sector taking a case study of the President's Office, Constitution, Law, Public Service and Good Governance at Pemba Island.

4.2   Sample description

Sample size of the study constituted 44 participants, in turn 41 participants (93%) respond to the questionnaire. The respondents of this study therefore are enough to make further analysis of the study. The research sample is composed of 31(73.8%) male and 10 (23.8) female. For the case of age composition; the age of under 20 are 3(7.1%), age of 20-25 marked 6 (24.3%), age of 26-30 marked 14(33.3%) and the age of 31-35 marked 3 (42.9%). In case of marital status of the respondents 32 (76.2%) marked married, 6 (14.3%) single and others marked 3 (7.1%). for education level, 2 (4.8) marked primary education, 6 (14.3) marked secondary education, 15 (35.7%) diploma level, 15 (35.7%) degree level, and 3 (7.1%) marked Master's degree.

In case of working responsibilities of the respondents 3 (7.1%) occupy managerial position, position 10(23.8%) occupy supervisory   position and 28 (66.7%) carry out subordinate related responsibilities. with regards to experience in the current

position; 5(11.9) carry the current position for a period 1-5 years, 4(9.5%) for 6-10 years, 24 (57.1%) 10- 15 and 8(19.0%) carry for a period of 15-20 years as summarized in Table 4.1.

Table 4.1: Sample Descriptions

1. Gender	Frequency	Percent (%)
Male	31	73.8
Female	10	23.8
2. Age		
< 20	3	7.1
20-25	6	14.3
26-30	14	33.3
31-35	18	42.9
3. Marital status		
Married	32	76.2
Single	6	14.3
Others	3	7.1
4. Educational level		
Primary	2	4.8
Secondary	6	14.3
Diploma	15	35.7
Degree	15	35.7
Masters	3	7.1
5. Position		
Managerial	3	7.1
Supervisory	10	23.8
Subordinate	28	66.7
6 Years of current position		
1-5	5	11.9
6-10	4	9.5
10-15	24	57.1
15-20	8	19.0

Source: Research findings (2021)

4.3   Descriptive Statistics on Organizational Support Factors and Effectiveness of Performance Appraisal

Data collected on the bases of the seven statements (aspects) with regards to organizational support factors and effectiveness of performance appraisal are analyzed   on the following's paragraphs.

On the statement that, there is a performance appraisal policy to manage public service in Zanzibar marked that, 3 (7.3%) of the respondents strongly disagree, 9 (22.0%) disagree, 15 (36.1) marked neutral, 11 (26%) agree and 3 (7.3%) strongly agree. On same vein, statement has mean score of 3.05and standard deviation of 1.048. The analyzed data implies that, majority of the respondents 36.1% are neutral with regards to PA Appraisal policy followed by those who were agree (26%). on the other hand, the arithmetic mean is 3.05 which correspond to average neutrality of the respondent, while the variation to the mean is larger as depicted by larger standard deviation of 1.048. In fact, the role of performance appraisal policy to manage public service is very low.

In case of public service employees in Zanzibar conversant with Performance appraisal policy marked that; 8 (19%) of the respondents strongly disagree, 22 (53.7%) disagree, 5 (12.2%) marked neutral, 3 (7.3 %) agree and 3 (7.3%) strongly agree. On same vein, the statement has mean score of 2.29 and standard deviation of 1.104. From the analysis it implies that, majority of the respondents (53%) fill to disagree with the statement followed by strongly disagree with 19%. Even though the arithmetic mean marked 2.29 which support the disagreement response but the variation of the of the mean is lager which depicted scattered of data shown by standard deviation of 1.104. Indeed, large section of public sector employees is not conversant with Performance appraisal policy.

On the statement on all staff get training on how to use the performance appraisal tool from Human resources department marked that; 4 (9.8) marked strongly

disagree, 21 (51.2%) disagree, 8 (19.5) neutral, 5 (12.2%) agree and 3 (7.3) strongly agree. Likewise, the mean score is 2.56 and standard deviation is 1.074. The majority of the response fall under disagrees with 51% followed by neutral with 19.5%. While the mean score is 2.56 (appr. 3), which marked, neutral this was affected by variation of data is depicted by larger standard deviation of 1.074. Even though disagree and neutral take the lead, there is a mixture of responds between the respondents. This implies that, there is inadequate training on PA to employee before the exercise.

With regards to the statement that, the training is helpful in understanding employee's role in the performance appraisal exercise; no one marked strongly disagree, 8(19.5) marked disagree, 7 (17.1) neutral, 25 (61.0%) agree and 1 (2.4%) marked strongly agree. Likewise, the mean score of the statement is 3.56 and standard deviation of 0.840. Data implies that, the majority of the response felt to agree (61%), with the statement followed by neutral with 25%. The mean score of 3.56 (appr. 4) supports the agreement response with minor deviation as depicted by low standard deviation of 0. 840. Indeed if available training on performance appraisal helps employees in understanding their roles and responsibilities better.

Table 4.2: Organizational support factors and effectiveness of performance appraisal

STATEMENTS	F (%)	F (%)	F (%)	F (%)	F (%)	AM	SD
There is a performance appraisal policy to manage public service in Zanzibar	3 (7.3)	9 (22.0)	15 (36.6)	11 (26.8)	3 (7.3)	3.05	1.048
Public service employees in Zanzibar conversant with Performance appraisal policy	8 (19.5)	22 (53.7)	5 (12.2)	3 (7.3)	3 (7.3)	2.29	1.104
All staff get training on how to use the performance appraisal tool from Human resources department	4 (9.8)	21 (51.2)	8 (9.5)	5 (12.2)	3 (7.3)	2.56	1.074
The training is helpful in understanding employee's role in the performance appraisal exercise	0 (0)	8 (19.5)	7 (17.1)	25 (61.0)	1 (2.4)	3.46	0.840
Officers that provide training during appraisal exercise are knowledgeable	0 (0)	2 (4.8)	8 (19.9)	25 (61.4)	6 (14.6)	3.85	0.727
The ministry allocates resources for performance appraisal exercise	5 (12.2)	10 (24.4)	21 (51.2)	2 (4.9)	3 (7.3)	2.71	1.006
Evaluation/assessment of my performance is objective	0 (0)	5 (12.2)	4 (9.8)	22 (53.7)	10 (24.4)	3.90	0.917

Key: **1 =** Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree; F = frequency, AM =Arithmetic Mean, SD = Standard Deviation, % = Percentage

Source: Research findings (2021)

On statement that officers that provide training during appraisal exercise are knowledgeable; no one marked strongly disagree, 2 (4.2%) marked agree, 8 (19.9) neutral, 25 (61.4%) agree and 6 (14.6%) marked strongly agree. Likewise, the mean score of the statement is 3.85 and standard deviation of 0.727 as depicted in Table 4.2. Actually, even though little training is given during the performance appraisal, it is given from skilled individuals in-charge of performance appraisal.

On statement that officers the ministry allocates resources for performance appraisal exercise; 5 (12.2%) marked strongly disagree, 10 (24.4%) marked disagree, 21 (51.2) neutral, 2 (4.9) agree and 3 (7.3 %) marked strongly agree. Likewise, the mean score of the statement is 2.71 and standard deviation of 1.006. Data depicted the dominance of neutral response (51.2 %) followed by disagree with 24.4%. The mean score support the neutral response, but the higher standards deviation marked the mixing of response between respondents. On the other hand disagree and neural take the large portion of the respondents equal to conclude inadequate resources are allocated for PA activities.

On the statement that, evaluation/assessment of my performance is objective; no one marked strongly disagree, disagree, 5 (12.2), 4 (9.8) neutral, 22 (53.7 %) marked agree and 10 (24.4) marked strongly disagree. Likewise, the mean score of the statement is 3.90 and standard deviation of 0. 917. The majority of respondents53.7% fall under agree, followed by 24.4% marked with strongly agree. The mean score of 3.9 (appr. 4) support the dominance of agree response   with some

variation is depicted standard deviation of 0.971. The finding indicate employees are indifferent of the objectivity of performance appraisal.

4.4 Descriptive Statistics on Communication Factors and Effectiveness of Performance Appraisal

On the statement that, Zanzibar public service has clear performance standards marked 0 (0.0%) strongly disagree, 5 (11.9%) agree, 10 (23.8%) agree, 24 (57.1%) neutral and 2 (2.8) strongly agree. Likewise, the mean is 2.56 while the standard deviation is 0.776. It implies that, the majority (57.1%) of the respondents neutral with the statement followed by agree with 23.8%. the mean score of 2.56 (appr. 3) support the dominance of neutrality response with minor variation as depicted by relatively low standard deviation of 0.776. Indeed, respondents are indifferent on performance standards.

On the statement that Zanzibar public service has the performance standards to all Staff (industry and profession) marked that, 5(11.90) marked strongly disagree, 13 (31.0) agree, 18 (57.1) neutral, 5(11.9) agree no one marked strongly disagree. On the same vein the mean score and standard deviation marked 2.56 and 0.867respectively. The majority of the response (57.1%) fall under neutral, followed by disagrees with 31%. The mean sore of 2.56 supports the dominance of neutral response while the standard deviation depicts minimum variation since the standard deviation is relatively low 0.867. Consequently, majority of employees are indifferent on availability of performance standards to all trade and professions.

Table 4.3: Communication factors and effectiveness of performance appraisal

STATEMENT	F (%) 1	F (%) 2	F (%) 3	F (%) 4	F (%) 5	AM	SD
Zanzibar public service has clear performance standards	0 (0)	5 (11.9)	10 (23.8)	24 (57.1)	2 (4.8)	2.56	0.776
Zanzibar public service have the performance standards to all Staff (industry and profession)	5 (11.9)	13 (31.0)	18 (57.1)	5 (11.9)	0 (0)	2.56	0.867
Public service employees aware of the performance standards	9 (21.4)	10 (23.8)	22 (44.8)	0 (0)	0 (0)	2.32	0.82
The level of content with the formal performance feedback provided by Human Resources Department is high	0 (0)	4 (9.5)	7 (16.7)	23 (54.8)	7 (16.7)	3.8	0.843
There is timely issuance of administrative instrument on performance appraisal to all staff	0 (0)	3 (7.1)	9 (21.4)	27 (64.3)	2 (4.8)	3.68	0.687
Communication during performance appraisal interview is clear and free of tension	5 (11.9)	9 (21.4)	24 (57.1)	3 (7.1)	0 (0)	2.61	0.802

Key: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree; F = frequency, AM =Arithmetic Mean, SD = Standard Deviation, % = Percentage

Source: Research findings (2021)

On the statement that Public service employees aware of the performance standards marked that, 9(21.40) marked strongly disagree, 10 (23.80) agree, 22 (44.8) neutral, no one marked agree and strongly disagree. On the vein the mean score and standard deviation marked 2.32 and 0.820 respectively as depicted in Table 4.3. The majorities (44.8%) of the respondents marked neutral, followed by agree (23.8), and strongly agree (21.4%). The mean score of 2.32 in favor of agree with relatively little variation as marked by low standard deviation of 0.820. Consequently, employees have little awareness about the performance standard.

On the statement that the level of content with the formal performance feedback provided by Human Resources Department is high marked that, no one strongly disagree, 4(9.5%) agree, 7(16.7%)) neutral, 23(54.8%) agree and7 (16.7%) strongly disagree. On the vein the mean score and standard deviation marked 3.80 and 0.843 respectively. The majority of respondents 54.8%) marked agree followed by strongly agree and neutral with 16% each. The mean score of 3.80 (app. 4) support the dominance of agree response with minimum variation as depicted by standard deviation of 0.843. As a matter of fact, employees are not certain with content of the feedback of performance appraisal.

On the statement that, there is timely issuance of administrative instrument on performance appraisal to all staff no one strongly disagree, 3(7.1%) agree, 9(21.4%) neutral, 27(64.3%) agree 2(4.8%) strongly disagree. On the vein the mean score and standard deviation marked 3.68 and 0.68respectively. The majority of respondents (64.3%) marked agree, followed by neutral   with 21.4%. The mean score of 3.68

(app. 4) support the dominance of agree response while standard deviation of 0.68 show minimum variation from the mean. Equally to conclude that, there is timely assurance of administrative instruments with regarding to performance appraisal.

On the statement that Communication during performance appraisal interview is clear and free of tension 5 (11.9) strongly disagree, 9(21.4) disagree agree, 24(57.1 neutral, 3(7.1) agree no one marked strongly disagreed. On the vein the mean score and standard deviation marked 2.61 and 0.802 respectively. The majority of respondents (57.1%) marked neutral, followed by disagree   with 21.4%. The mean score of 2.61 (app. 3) supports the dominance of neutral response while standard deviation of 0.802 show minimum variation from the mean.   Much certainly employees are indifference about the clarity and friendless of PA interview.

4.5   Descriptive Statistics on Managerial Practices Factors and Effectiveness of Performance Appraisal

On statement that the performance plan communication is sent out to all staff in time none of the respondents marked strongly disagree, 9(22.0%) disagree agree, 21 (51.2%) neutral, 8(19.5%) agree and 3 (7.3%) marked strongly. on the same vein the mean score is 3.121 and standard deviation is 0.048. The majority of respondents (51.2%) marked neutral, followed by disagree with 22.0%. The mean score of 3.121 (app. 3) supports the dominance of neutral response while standard deviation of 0.048 show lower variation from the mean. Definitely, employee is not certain with communication of performance plan among staffs.

On the statement that, performance plans and targets are set together between supervisor and staff at start of the financial year marked 8 (19.5) strongly disagree, 18 (43.9) disagree agree 15(36.5%) neutral, 8(19.5%) and no one marked agree and strongly. On the same vein the mean score is 2.17 and standard deviation is 1.101. The majority of respondents (49.9 .1%) marked disagree, followed by neutral with 36.5%. The mean score of 2.17 (app. 3) supports the dominance of neutral response while standard deviation of 1.101 show relatively high variation from the mean score. This indicates involvement of employees in setting performance plan target is very low.

On the statement that the appraisal system measures the actual performance of employees for a specified period of time, no one marked strongly disagree, 2(4.9) disagree agree 7 (17.1) neutral, 28(68.3) agree and 4 (9.8) strongly agree. On the same vein the mean score is 3.83 and standard deviation is 0.823 respectively as depicted in Table 4.4. The majority of respondents (57.1%) marked agree, followed by neutral with 17.1 %. The mean score of 3.83 (app. 4) support the dominance of agree response while standard deviation of 0.823 depict relatively minimum variation from the mean score. Hence, majority of employees consider performance to measure actual traits for measuring employee performance.

Table 4.4: Managerial practices factors and effectiveness of performance appraisal

STATEMENTS	F (%) 1	F (%) 2	F (%) 3	F (%) 4	F (%) 5	AM	SD
The performance plan communication is sent out to all staff in time	0 (0)	9 (22.0)	21 (51.2)	8 (19.5)	3 (7.3)	3.12	1.048
Performance plans and targets are set together between supervisor and staff at start of the financial year	8 (19.5)	18 (43.9)	15 (19.5)	0 (0)	0 (0)	2.17	1.101
The appraisal system measures the actual performance of employees for a specified period of time.	0 (0)	2 (4.9)	7 (17.1)	28 (68.3)	4 (9.8)	3.83	0.823
Supervisors provide ongoing performance reviews to correct and improve employee performance	0 (0)	0 (0)	12 (29.3)	22 (53.7)	7 (17.1)	3.88	0.667
The appraisal system helps employees to know their strength and weaknesses.	0 (0)	2 (4.9)	8 (19.5)	25 (61.0)	6 (14.6)	3.85	0.678
The performance result information is used internally to support decision making such as promotion, demotion, recognition, layoff, etc.	8 (19.5)	18 (43.9)	15 (36.6)	0 (0.0)	0 (0.0)	2.17	0.738

Key: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree; F = frequency, AM =Arithmetic Mean, SD = Standard Deviation, % = Percentage

Source: Research findings (2021)

On the statement that, supervisors provide ongoing performance reviews to correct and improve employee performance, no one marked strongly disagree and disagree, 12 (29.3) neutral, 22(53.7) agree and 7 (17.1) strongly agree. On the same vein the mean score is 3.88 and standard deviation is 0. 667.The majority of respondents (53.7%) marked agree, followed by neutral with 19.3%. The mean score of 3.88 (app. 4) support the dominance of agree response while standard deviation of 0.667 depicted minimum variation from the mean score. Consequently, PA to a large extent used on performance reviews to correct and improve employee performance.

On the statement that, the appraisal system helps employees to know their strength and weaknesses no one marked strongly disagree, 2(4.9) disagree, 8 (19.5) neutral, 25(61.0) agree and 6 (14.6) strongly agree. On the same vein the mean sore and standard deviation marked 3.85 and 0.678 respectively. The majority of respondents (61.0 %) marked agree, followed by neutral with 19.5%. The mean score of 3.85 (app. 4) supports the dominance of neutral response while standard deviation of 0.678 show relatively minimum variation from the mean. Accordingly, appraisal system helps employees to know their strength and weaknesses and might contribute to employee career development.

For the statement that, the performance result information is used internally to support decision making such as promotion, demotion, recognition, layoff, etc. marked 8(19.5) strongly disagree 18(43.9) disagree, 15(36.6) neutral, no one neither agree nor strongly agree. On the same vein the mean sore and standard deviation marked 2.17 and 0.738 respectively. The majority of respondents (43.9.1%) marked

disagree, followed by neutral with 36.6%. The mean score of 2.17 (app. 2) support the dominance of disagree response while standard deviation of 0.738 show minimum variation from the mean. Contrarily, PA is viewed not support much on career development with regard to institutional support such promotion, demotion, recognition, etc.

4.6   Effectiveness of Performance Appraisal System

On the statement that, the appraisal system is aligned with the   ministry strategic objective used for generations of long-term plans; 10 (24.6) marked strongly disagree, 15(36.6) disagree, 15(36.6) neutral, 1(2.4) agree and none strongly agree. On the same vein the mean sore and standard deviation marked 2.17 and 0.834 respectively as depicted in table 4.5. The majority of respondents marked agree and neutral with 36.6%) each followed by strongly disagree with 24.6%. The mean score of 2.17 (app. 2) support the dominance of disagree response while standard deviation of 0.834 show relatively minimum variation from the mean.   Since the large portion of respondents fall under disagree and neutral we could conclude that, there is little alignment between performance appraisal system and organizational strategic planning.

With regard to the statement that, the appraisal system help identify the need of training and development; 6 (14.6) marked strongly disagree, 13 (31.7%) disagree, 15(36.6) neutral 7(17.1%) agree and none strongly agree. On the same vein the mean sore and standard deviation marked 2.56 and 0.950 respectively as depicted in table 4.5. Data depicted the dominance of neutral response which indicate employee are

indifference on the role of PA with regards to identifications o training and development needs.

With regard to the statement that, Performance appraisal serves as a basis for developing employee's competency, knowledge and understanding; 8 (19.5) marked strongly disagree, 16 (39.0%) disagree, 13(31.7%) neutral 13(31.7%) agree and none strongly agree. On the same vein the mean sore and standard deviation marked 2.27 and 0.837 respectively. Data depicted the dominance of disagree response which indicate employee perceive little role of PA to serves as a basis for developing employee's competency, knowledge and understanding.

With regards to statement that the appraisal system increases employee's satisfaction and motivation for their job; 8 (19.5) marked strongly disagree, 16 (39.0%) disagree, 15(36.6) neutral 2(4.9%) agree and none strongly agree. On the same vein the mean sore and standard deviation marked 2.27 and 0.837 respectively. While the mean supports the dominance of disagree response yet with minimum variation as depicted by relative low standard deviation. Indeed, it might conclude that, appraisal system has little have little influence on employee satisfaction and job motivation.

On the statement that; the current performance appraisal assists in the prediction of future; 13 (34.1%) marked strongly disagree, 11 (26.8%) disagree, 13 (31.7%) neutral 3 (7.3%) agree and none strongly agree. On the same vein the mean score and standard deviation marked 2.12 and 0.908 respectively. While the mean supports the dominance of disagree response yet with minimum variation as depicted by relative

low standard deviation. Indeed, it might conclude that, appraisal system has little influence on future of employees and the organization at large.

Table 4.5: Effectiveness of performance appraisal system

STATEMENTS	F (%) 1	F (%) 2	F (%) 3	F (%) 4	F (%) 5	A M	SD
The appraisal system is aligned with the ministry strategic objective used for generations of long-term plans.	10 (24.6)	15 (36.6)	15 (36.6)	1 (2.4)	0 (0)	2.17	0.834
The performance system helps the organization by creating sense of being close to the organization & sense of loyalty	6 (14.6)	10 (24.4)	20 (48.8)	5 (12.2)	0 (0)	2.59	0.894
The performance system helps too identity critical skills, knowledge, attitude and competency gaps using its appraisal system	3 (13.7)	13 (31.7)	18 (43.9)	7 (17)	0 (0)	2.71	0.844
The performance system helps to improve on its communication flow and feedback processes	0 (0)	0 (0)	12 (29.3)	22 (53.7)	7 (17.1)	3.88	0.667
The appraisal system help identify the need of training and development	6 (14.6)	13 (31.7)	15 (36.6)	7 (17.1)	0	2.56	0.950
Performance appraisal serves as a basis for developing employee's competency, knowledge and understanding	8 (19.5)	13 (31.7)	13 (31.7)	7 (17.1)	0	2.46	1.002
The appraisal system increase employees" satisfaction & motivation for their job	8 (19.5)	16 (39.0)	15 (36.6)	2 (4.9)	0	2.27	0.837
The current performance appraisal assists in the prediction of future performance	14 (34.1)	11 (26.8)	13 (31.7)	3 (7.3)	0	2.12	0.980

Key: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree; F = frequency, AM =Arithmetic Mean, SD = Standard Deviation, % = Percentage

Source: Research findings (2021)

On the statement that, the performance system helps the organization by creating sense of being close to the organization & sense of loyalty 6(14.6) marked strongly disagree, 10(24.4%) disagree, 20(48.8%) neutral, 5 (12.2) agree and none strongly agree. On the same vein the mean sore and standard deviation marked 2.39 and 0.894 respectively. The majority of respondents marked neutral with (48.8 %) followed by disagree with 24.4%. The mean score of 2.59 (app. 3) supports the dominance of neutral with minimum variation as depicted by standard variation of 0.834. Accordingly, only to the minimum level employee's performance system supports the organization by creating sense of being close to the organization and hence employee loyalty.

On the statement that, performance system helps to identity critical skills, knowledge, attitude and competency gaps using its appraisal system, 3 (13.7%) marked strongly disagree and disagree each, 18 (43.9%) neutral, 7 (2.4) agree and none strongly agree. Likewise, the mean sore and standard deviation marked 2.17 and 0.844 respectively. The majority of respondents (43.9%) marked disagree followed with strongly disagree with 13.7%. The mean score of 2.17 (app. 7) support the dominance of disagree response while standard deviation of 0.844 show relatively minimum variation from the mean. Equally to conclude that, performance system helps to identity critical skills, knowledge, and attitude and competency gaps only to the minimum level.

On the statement that, the performance system helps to improve communication flow and feedback processes, no one neither strongly disagree nor disagree, 12(29.3%)

neutral, 22 (53.7%) agree and 7 (17.1%) strongly agree. On the same vein the mean sore and standard deviation marked 3.80 and 0.667 respectively. The majority of respondents (53.7%) marked agree, followed by strongly disagree neutral 29.3%. The mean score of 3.80(app. 4) support the dominance of agree response while standard deviation of 0.667show minimum variation from the mean score. Equally to conclude that PA system helps to improve communication flow and feedback processes to relative significant effect.

4.7   Regression Analysis

4.7.1 Model Summary

The multiple regression analysis was run between EPAS - Effectiveness of Performance Appraisal System (dependent variable) and three independent variables (CF - Communication Factors-, MPF- MANAGERIAL PARCTICE FACTROS and OS- Organizational support factors (The model summary is depicted on table 4.6. The R (Multiple Correlation Coefficient) is 0.211, which indicate weak correlation between dependent and independents variable. The R square is 0.45 indicating that, only 45% of the variability of dependent variable is caused by the independent variables and 55% of the variability is caused by other variables outside within this study.

Table 4.6: Regression Model Summary

Model Summary [b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.211[a]	.045	-.033	.723	1.640

a. Predictors: (Constant), CF, MPF, OS
   CF = Communication Factors

MPF= MANAGERIAL PARCTICE FACTROS
OS= Organizational support factors

b. Dependent Variable: EPAS
   EPAS = Effectiveness of Performance Appraisal System

Source: Research findings (2021)

4.7.2 Interpreting Coefficients

Based on the analyzed data, the model could summarize as:

EPAS = 2.315- (0.09 *MPF) + (0.159*OS) + (0.0000276*CF)

It implies that, one unit increase in managerial practice factor, the effectiveness of PA decreased by 0.09; one unit increase in organizational support factors, the effectiveness of PA increased by 0.15; and one unit increase in organizational support factor, the effectiveness of PA increased by 0.0000276 as depicted in Table 4.7.

Therefore, only organization support factor has influence on effectiveness of performance appraisal

Table 4.7: Coefficients

	Model	Un standardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	VIF
1	Constant	2.135	.878		2.431	.020		
	MPF	-.109	.204	-.093	-.535	.596	.857	1.166
	OS	.159	.171	.173	.931	.358	.743	1.345
	CF	2.760E-5	.248	.000	.000	1.000	.732	1.366
a. Dependent Variable: EPAS								

Source: Research findings (2021)

4.8   Discussion of the Study Findings

Discussion of the study finding were based on the earlier research objectives as elucidated in the following paragraphs.

4.8.1 Organizational Support Factors and Effectiveness of Performance Appraisal

With regards to Organizational support factors and effectiveness of performance appraisal, the majority of the dimensions of constitute the factors have a arithmetic mean of almost 3 indicating neutrality of responds organizational support factors, it means that employees are failed to decide on the influence of organizational support factors such performance appraisal policy, knowledge and staff training, resource allocation for PA and the objectivity of performance appraisal taking all independents variables together. With respects to regression analysis, its contribution to the total to variance of the outcome variable is also minimum (only 15.9%) but large compared to communication related factors.

Theoretically, the findings concur with Goal Setting Theory that, goal directed action is determined by self- generation (source of energy), value significance (survival) and goal causation (results). Uncertainty confronting employee in attaining both personal goal such better incentive, promotion and career advancement and organizational goals tend to reduce the good hope towards performance appraisal. On the similar manner, the findings are in harmony with Expectancy Theory as individual make decision based on the outcome of that decision. In the individual is indifference about the outcome of the decision, also he/she remain indifferent about

the decision. For the case of Reinforcement theory positive Reinforcement theory in the form of incentive rewards are among the expected outcome of performance appraisal.

Empirically, the study concurs with Tobias (2019) that, even though, the performance appraisal system in Namibia is practiced is yet to be effective and mainly based on the manager/ subordinate appraisal system and new employees in the public sector do not understand the processes and argued that   the appraisal system was designed and imposed on the public sector employees by the management. The study also unveil reluctance with PA and gave a variety of reasons including, the appraisal system is lacking incentives, lacks targets and agreements, favoritism and does not provide feedback and there is no evidence of monitoring and evaluation, less realistic as some assessments are just a formality. The study call for of more participatory approaches to PA including Management by Objectives (MBO) appraisal system and 360 degrees.

Likewise, the study agree with Khamis (2015) with the view theta, current performance appraisal in the ministry of state president's office labor and public service in Zanzibar is ineffective, due to lack of official and clear system of evaluating employees and uses only tradition methods of evaluation. Also, pointed lacking of feedback and of performance appraisal policy, which implies lacks of official tool and guideline required in exercising performance appraisal. The study also disclosed challenges, which have greater impact on effective performance appraisal to the ministry of state president's office labour and 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.

The findings of Mchome (2014) also concur with the study that, performance appraisal at TANESCO was less effective due to lack of knowledge about the appraisal system, low top management support, ineffective performance feedback mechanism in the Performance Appraisal process.

The study is also agreed with conclusion of Banda (2018) that, in general APAS in Ministry of Health in Lusaka district is not effectively used. The same has made people to lose confidence in it, but filling the APAS form just for formality when they even know that it was not yield any tangible results. Even though Matonyo (2015) has a positive view on effectiveness of OPRAS such that OPRAS application is well known to the employees and is currently the appropriate way to evaluate employees' performance and provided a high degree of involvement of employees during the evaluation process, in   openness and transparency environment during the employees 'evaluation. He asserted more that, the attitudes or perception of employees towards OPRAS at PO-PSM in Tanzania were quite positive therefore rendering it a suitable appraisal system for the Public Service including providing feedback of the employees' performance.

On the other way   Matonyo (2015) concur indirectly with the study by elucidating challenges facing OPRAS to include design; of the system, poor budgetary allocation

to activities measurable under OPRAS, lack of incentives tied to OPRAS, poor planning of activities and of training in the use of OPRAS. Beside the study to be harmony with the above study, some studies differ to the findings. For example, Musiime (2017) found statistically strong positive relationship between organizational support factors, communication factors and managerial related factors with effectiveness of the performance appraisal system in Bank of Uganda.

4.8.2 Communication Factors and Effectiveness of PA in Public Zanzibar Sector

For the case of communication factors, the study found almost neutral response to the respondents. It means that, respondents fail to decide on the role communication factors on the effectiveness of performance appraisal. It could be concluded that employees are not conversant with the performances standards, procedure to undertaking during the course of PA, importance and even the outcome and results of the performance appraisal. Similarly, employees are indifferent on the likely environment for effective PA to be undertaken and the kind of feedback to be received as the result of the performance appraisal.

Theoretically, the findings agree with Goal Setting Theory and Expectancy Theory that, uncertainty confronting employee about performance and industrial standard clearly communicated to both reter and rate are of great concern as far as effectiveness of performance appraisal is concerned. Similarly, feedback on the outcome in performance appraisal is critical attaining for in judging the merits of the

same. With regards to regression analysis, the contribution of communication factors is very minimum and could be ignored.

Taking performance appraisal satisfaction as among the proxy indicator for effectiveness of performance appraisal, Othman (2014) deduce different finding to the study. From his study in Brunei's Civil service, he did find that, fairness of the appraisal system; types of performance evaluation measures; format of rating scales; appraiser-appraise relationship and credibility of appraiser; power-distance among others were positively and significantly correlated to performance appraisal satisfaction.

The study also concurs with Tobias (2019) that, even though, the performance appraisal system in Namibia is practiced is yet to be effective and mainly based on the manager/ subordinate appraisal system and new employees in the public sector do not understand the processes and argued that the appraisal system was designed and imposed on the public sector employees by the management. There is reluctance with PA and with different reasons such as, the appraisal system is lacking incentives, lacks targets and agreements, favoritism and does not provide feedback and there is no evidence of monitoring and evaluation, less realistic as some assessments are just a formality among others. Likewise, Mchome (2014) among other things purported performance appraisal at TANESCO was less effective due to lack of knowledge about the appraisal system, low top management support, ineffective performance feedback mechanism in the Performance Appraisal process.

Other studies view differently from the study findings. For example, Ochoti et al (2012) established among other things that, PAS is influenced by implementation process, rater and ratee relationship, psychometric rater accuracy, informational factors and employee attitudes. The study deduced more that, elimination of rating errors increases system efficiency and communication between the rater and ratee is crucial as understands the employee attitudes towards the PAS. Similarly, positive views put forward by Musiime (2017) who purported that, communication and managerial practices greatly impact the effectiveness of the appraisal system in Bank of Uganda (BOU).

4.8.3 Managerial Practices to the effectiveness of Performance Appraisal

Data on managerial practice and the effectiveness of Performance Appraisal lies between 3 to 4 (neutral to agree) with more direction to 4 (agree). This implies that, majority of the aspects constitute the managerial practices such as, involvement of employee in setting performance objectives and target fall under agree scale of measurement. Other factors constitute reliability of appraisal system and the uses of the outcome of the PA like making correction to employee and considering of strengths and weakness of employee influence the effectiveness of performance appraisal. Consequently, the same to be used as the bases for raining needs to manage the weaknesses and establishing incentive scheme for good performers.

With regard to regression analysis, managerial support factors contribute negatively to the effectiveness of performance appraisal. It implies that, if there is no managerial support to performance appraisal, its effect to performance appraisal is

negative and verse versa. On the theoretically bases, the study concurs with goal setting theory, expectancy theory and reinforcement theory. This could be explained on the base that, individual is eager to change behavior on the ground of the certainty of the outcome of his/performance including positive rewards such promotion, salary increments and career advancement among others.

Empirically, study findings concur with   many similar previous studies including Khan (2016), Chatana, Pattnaik & Mohapatra (2015), Saad (2014), and Banda (2020) Chitunchi (2020) among others. For example, Khan (2016) found that, Performance appraisal process, procedural justice, goal setting, feedback and pay for performance have positive effect of the perception of performance appraisal. Similarly, Chatana, Pattnaik & Mohapatra (2015) asserted that, Performance appraisal is more effective in OISL because it is mutually designed and it allows frank discussion between appraisers and appraise, determine salary and promotion policy, non-financial rewards and recognition and training needs.

Likewise, Banda (2020) argued that, APAS used for rewarding the officers who deserved to be rewarded in Civil Service and for promotion and a bases of feedback. on the same vein Idowu (2017) asserted that there is five main ways in which performance appraisal influences employee motivation to include to assess employees 'ability to meet set objectives; use of job description as performance benchmarks; use of PA to help identify employees 'strength and weaknesses; and use of PA as a promotional tool. Each of these uses of performance appraisal was found contributes positively to employee motivation. On top of that, Idowu (2017) found

identifying employee strengths and weaknesses in the performance appraisal as well as a basis for employee promotions are the most statistically significant factors that influence employee motivation. He concludes that the organization should focus on the two aspects to help improve motivation. Overall, the positive impact of the five identified roles in improving employee motivation helps confirm that a positive relationship exists between performance appraisal and employee motivation.

Mwaipopo (2013) found that, employees who are knowledgeable attended training and participating in Open Performance Review and Appraisal System (OPRAS). However, the main factors affecting performance Appraisal were identified as difficult in setting objectives, OPRAS not linked to reward and inadequate employee training so conclude that, OPRAS is not successful implemented. He also found problems in objectives setting cascading and OPRAS form was not user friendly and to be more effective appraises and appraised must be trained and need to be linked to performance rewards and provision of adequate resources.

There are also some studies with mixed ideas with regard research finding including Saad (2014) and Chitunchi (2020). For example Saad (2014) pointed that, even though in Greater Cairo region, most companies use performance appraisal Greater Cairo region as a tool to enhance employees' performance rather than an "outcome distributer", tool for making promotion, merit pay or dismissing decisions the procedural justice of the performance appraisal process is, to a large extent, not guaranteed. The study pointed more that many companies conduct unproductive feedback sessions with low employee participation. Similarly, Chitunchi (2020)

revealed among other thing that, that performance appraisal has several impacts such as motivation and job satisfaction, training and selection process, expectations of employees and employers none hand.   On the other hand, the system is affected by poor communication and follow-ups, cost, resistance of employees, poor management support

CHAPTER FIVE

SUMMARY OF FINDNGS, CONCLUSION AND RECOMMENDATIONS

5.1   Introduction

The study is about determining the effectiveness of performance appraisal in Zanzibar public.   Based on three independent variables, the study supposed to achieve three adjectives. One, to assess the effect of organizational support factors to the effectiveness of PA in public Zanzibar sector; two, to assess the effect Communication factors to the effectiveness of PA in public Zanzibar sector; and three, to assess the effect Managerial Practices   to the effectiveness of PA in public Zanzibar sector.

5.2   Summary of the Main Findings

5.2.1 To   Assess   the   Effect   of   Organizational   Support   Factors   to   the Effectiveness of PA in Public Zanzibar

The study assessed the effect of organizational support factors to the effectiveness of PA in public sector with regards to performance appraisal policy, knowledge and supervisors and subordinate on PA and resource allocation for PA. on the average the respondents are neutral such that they failed to decide on the influence of organizational support factors such performance appraisal policy, knowledge and staff training, resource allocation for PA and the objectivity of performance appraisal taking all independents variables together. With respects to regression analysis, its contribution to the total to variance of the outcome variable is also minimum (only 15.9%) but large compared to communication related factors. This could be tribute

by lack of knowledge on the parties of the performance appraisal and limited resources allocated to performance appraisal.

5.2.2 To Assess the Effect Communication Factors to the Effectiveness of PA in Public Zanzibar Sector

The study assessed the effect of Communication factors to the effectiveness of PA in public Zanzibar sector with the aspects of adequate clarity of performance to cover all trade and profession within the public sector, employee's awareness to performance standards, timing of performance standards and feedback content and conducive in environment during performance appraisal. The study found almost neutral response to the respondents. It means that, respondents fail to decide on the role communication factors on the effectiveness of performance appraisal. Employees are not conversant with the performances standards, procedure to undertaking during the course of PA, importance and even the outcome and results of the performance appraisal. Similarly, employee is indifferent on the likely environment for effective PA to be undertaken and the kind of feedback to be received as the result of the performance appraisal.

5.2.3 To Assess the Effect Managerial Practices to the Effectiveness of PA

The study assesses the effect managerial practice to the effectiveness of PA in public Zanzibar with regards to involvement of employee in setting performance objectives, reliability of appraisal system and the uses of the outcome of the PA like making correction to employee and considering of strengths and weakness of employee influence the effectiveness of performance appraisal. Likewise, the use of the

outcome of PA to be used as the bases for training needs to manage the weaknesses and establishing incentive scheme for good performers.

The study found that, data on managerial practice and the effectiveness of Performance Appraisal tends towards agree. With regard to regression analysis, managerial support factors contribute negatively to the effectiveness of performance appraisal. It implies that, if there is no managerial support to performance appraisal, its effect to performance appraisal is negative and verse versa.

5.3   Implications of the Findings

The study supposed to influence the managerial, practical and policy aspects of human resources management in Zanzibar public sector. On managerial and practical aspects, the study expected to sensitize managers and supervisors to take into consideration the critical roles and the importance of PA on both organization and employee development. Consequently, PA will be ranked among the strategic tool for maintaining competitive advantage in delivering of public services. On the same vein the study expects to serve as evidence for establishing tailor made training related to Performance appraisal to both to rater and ratee for optimum benefits of performance appraisal.

On top of that, the government should speed up the implementation of the Zanzibar Public service policy (2011) if not taking initiative its reform. Resources should be allocated implement the policy specifically with issues related to performance standard and accountability. For example, to scale up result management and accountability on the implementation of client's service charter, individual annual

performance target and conducting monitoring an evaluation of operations of public service organization. Similarly, more guidelines, procedures and manuals should be prepared for smoothing the implementation of The Zanzibar public sector human resources policy. On top, the finding will ground the needs for looking for the possibilities to reform the policy such that to accommodate emerging issues including those brought by the growing of the use of information technology such as e- government and telecommuting among many others

5.4   Conclusion

During the current competitive world labor market and at the same time the demand for better service to the public, recruiting and maintaining competent and motivated work force is paramount.   If implemented effectively Performance appraisal is among the key tools to sustain the competitive advantage in any organization including the public sector. It triggers among other things the training and development needs of the organization and employee, it provides feedback to employees which help them to analyze their shortfall and positive aspects and help to design fairer and merits compensation system (linked to performance).

The study planned to assess the determinants of performance appraisal in Zanzibar public sector with regards to organization support factors, communication factors and managerial practice. Even the study has achieved the planned objective; apparently, performance appraisal in Zanzibar public sector is not promising and so far, has no reached the envisaged goal as stipulated in Zanzibar public sector human resource policy of 2011. In other words, the performance appraisal in public sector

Zanzibar not yet to take advantage of the opportunities associated with performance appraisal in building and sustaining competent and motivated workforce for service delivery. The performance appraisal system calls to be integrated to other human resources managements system such as training system, compensation system, career advancement system, succession planning and labor relation system to optimize the human resources management system for better service delivery in public sector.

5.5   Recommendations of the Study

Study recommendation reflected the study findings corresponding to each of the three-research objective as depicted in the coming paragraphs. With regards to the effect of organizational support factor on the effectiveness of performance appraisal, the respondents are indifferent on the influence of organizational support factors such performance appraisal policy, knowledge and staff training, resource allocation for PA and the objectivity of performance appraisal. The study recommends on Government through the Ministry responsible for Public Service Management to ensure all employees including the ones joining civil service should be trained in performance appraisal. On top of that, training should cover both supervisors and subordinate such each part is conversant with his/ her roles as far as performance appraisal is concerned.

With respect to communication factors, the study also found almost neutral response to the respondents.   It means that, respondents fail to decide on the role communication factors on the effectiveness of performance appraisal. It could be

concluded that employees are conversant with the procedure, importance and even the outcome and results of the performance appraisal.

The study recommends to the government though ministry responsible for public service management to establish comprehensive and clear performance appraisal standards for each industry. In addition, the standards should clearly communicate to respective industry organization and cascaded to employees on sustainable manner. Furthermore, the appraisal system should adopt more   participatory and flexible such as 360-degree appraisal approach. Similarly, supervisors should use a clear, and free from tension language to set rapport during the course of PA.

In case of respects to managerial support factors, the study found it exerts influence on the effectiveness of performance appraisal. The study recommends to the government   through ministry responsible for public service management to strengthen the performance appraisal system to be more reliable and valid with respect to employees with earlier established   measurable objectives and targets in mind. On other word, the performance appraisal should percolate the organizational objective to employee and translating them to individual target Likewise the same should adopted result-based performance appraisal such that, the result of performance appraisal should take heavy weight among the list of criteria used in employee career advancement such promotion, training and the like.

5.6   Limitations of the Study

This study focused on Determinants of the Effectiveness of Performance Appraisal in Zanzibar Public Sector with the case study. Besides measure taken to make the

study findings more credible and repetitive to the population, the findings should be used curiously as it inherited some research limitations emanated from scope, resources, methodological and time.

Similarly, the study is more quantitative in approach in data collection and analysis, the result might hamper participant's views which are hard to be represented quantitatively therefore more research should be conducted with mixed approach or even more qualitative to catch more qualitative behavior about career. For example, semi structured questionnaire, interview and focus group discussion have to be used during data collection.

5.7   Area for Further Research

For the case se of generalizability of the results, the study is limited in Pemba Island even though the head office is located in Unguja hence limited in scope, however proper sampling was taken to make the selected sample representative. To enrich more information about the study further study should conducted to cover both island of Ungula and Pemba.

Alternatively, more research should be conducted with methodological difference if not theoretical lenses. Other coming research should apply mixed approach or even more qualitative methods to catch more qualitative behavior about career. For example, semi structured questionnaire, interview and focus group discussion have to be used during data collection. In addition, the study could be replicated in more cognitive way such as using   Social Cognitive Career Theory (SCCT) to constitutes

the variables including; self-efficacy, outcome expectation and personal goal rewards

with regards to performance appraisal

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APPENDICES

Appendix I: Questionnaires

My name is Hamad, a student of Open University of Tanzania Pemba Centre, carrying out a study in regard to determinants of effectiveness of performance, in partial fulfillment of the requirements for the award of Master's degree in management studies, Human Resources Management.

You have been selected to participate in this study as a respondent because of your uniqueness in this area of study. Your responses to questions below were be treated with utmost confidentiality and shall be used purely for academic purposes. You may remain anonymous.

Thank you.

DEMOGRAPHICS

Circle the one appropriate describes you

1.Gender	1	Male			
	2	Female			
2.Age	1	21 -25			
	2	26 – 30			
	3	30 -35			
	4	36 -40			
	5	41 – 45			
	6	46 – 50			
	7	51 – 55			
	8	56 – 60			
	9	61 –above			
3.Marital status	1.Married	2.Single	3.Others		
4.Education level	Primary	Secondary	Diploma	Degree	Masters	PhD
5.Position	Managerial	Supervisory	Subordinate		
6. Years with your current position					

While filling up this questionnaire, please **encircle** the rating number **{1, 2, 3, 4, or 5}** that represents your excellent level of agreement with each statement where **1 =**

Strongly Disagree 2 = Disagree 3 = Neither Disagree nor Agree 4 = Agree 5 = Strongly Agree.

I. ORGANIZATIONAL SUPPORT

STATEMENT	SA	A	N	D	SD
	5	4	3	2	1
1 There is a performance appraisal policy to manage public service in Zanzibar					
2 Public service employees are in Zanzibar conversant with Performance appraisal policy					
3 All staff get training on how to use the performance appraisal tool from Human resources department					
4 The training is helpful in understanding employee's role in the performance appraisal exercise					
5 Officers that provide training during appraisal exercise are knowledgeable					
6 The ministry allocates resources for performance appraisal exercise					
7 The evaluation/assessment of my performance is objective					

II. COMMUNICATION

STATEMENT	SA	A	N	D	SD
	5	4	3	2	1
1. Zanzibar public service has clear performance standards					
2. Zanzibar public service have the performance standards to all Staff (industry and profession)					
3. Public service employees aware of the performance standards for their job					
4. The level of content with the formal performance feedback provided by Human Resources Department is high					
5. There is timely issuance of administrative instrument on performance appraisal to all staff					
6. Communication during performance appraisal interview is clear and free of tension					

III: MANAGERIAL SYSTEM PRACTICES

STATEMENT	SA	A	N	D	SD
	5	4	3	2	1
1. The performance plan communication is sent out to all staff in time					
2. performance plans and targets are set together between supervisor and staff at start of the financial year					
3. The appraisal system measures the actual performance of employees for a specified period of time.					
4. Supervisors provide ongoing performance reviews to correct and improve employee performance					
5. The appraisal system helps employees to know their strength and weaknesses.					
6. The performance result information is used internally to support decision making such as promotion, demotion, recognition, layoff, etc.					

IV: EFFECTIVENESS OF PERFORMANCE APPRAISAL SYSTEM

STATEMENT	SA	A	N	D	SD
	5	4	3	2	1
1. The appraisal system is aligned with the ministry strategic objective g used for generations of long-term plans.					
2. The performance system helps the organization by creating sense of being close to the organization & sense of loyalty					
3. The performance system helps too identity critical skills, knowledge, attitude and competency gaps using its appraisal system					
4. The performance system helps to improve on its communication flow and feedback processes					
5. The appraisal system help identify the need of training and development					
6. Performance appraisal serves as a basis for developing employee's competency, knowledge and understanding					
7. The appraisal system increases employees" satisfaction & motivation for their job					
8. The current performance appraisal assists in the prediction of future performance					