

**THE EFFECTS OF PERFORMANCE APPRAISAL SYSTEM ON
EMPLOYEES' PERFORMANCE IN THE TANZANIAN COMMUNITY
RADIO: A CASE OF SELECTED RADIOS IN DAR ES SALAAM**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS
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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled: “*The Effects of Performance Appraisal System on Employees’ Performance in Tanzanian Community Radios: A Case of Selected Radios in Dar es Salaam*”, in partial fulfillment of the requirements for the Degree of Master of Business Administration (MBA) of the Open University of Tanzania.

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Date.....

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DECLARATION

I, **Agatha Filemon Shayo**, declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other University for a similar or any other degree award.

Signature

Date.....

DEDICATION

To my lovely husband Rev. Manase Abimael Lema, our precious son; Ian Aikandumi, our lovely daughter; Bridget Irene, and my lovely mother; Mrs. Eunice Shayo.

ACKNOWLEDGEMENT

I sincerely extend my thanks to Upendo FM Radio, WAPO Radio and Tumaini Radio for their contribution and cooperation they gave me during my stay in their offices as well as making this study successful. In particular, I would like to acknowledge Dr. Mbura, my supervisor for his patience, intellectual guidance, wide research experience and moral support. To him I say Thank you.

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I take this opportunity to thank my family as a whole for their confidence and belief in my prospects in academics. To them all I say thank you.

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ABSTRACT

This study examines the effects of performance appraisal systems on employees' performance in the community radios. It specifically explores the employees' awareness on appraisal system, knowledge of the appraisal system and performance appraisal management that leads to effective employees' performance in community radios. This study was descriptive in nature with multiple units of enquiry. Questionnaires, interviews and documentation were the main methods of data collection and 100 respondents from Upendo, WAPO and Tumaini radio stations were studied. Moreover, the data collected were analysed and processed by using computer program (excel) and indicated clearly on tables and figures. The study results revealed that employees performance appraisal at WAPO, Tumaini and Upendo radio stations is not effective and not very well utilised. The majority of employees were not aware and they lack knowledge of the performance appraisal practiced in their organizations. They were not involved in discussion with supervisors and not given enough time to prepare for the meeting as a result, there is no feedback provided to employees after appraisal. The available appraisal system is not used by these radio stations for making important employees' decisions. It was recommended that employees' performance appraisal should be implemented effectively to fit a particular organisation's environment, communication between employees and management decisions like disciplinary actions, promotion and training.

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LIST OF ACRONYMS

ELCT	:	Evangelical Lutheran Church in Tanzania
FM	:	Frequency Modulation
EPM	:	Electronic Performance Monitoring
MBO	:	Management by Objective
BARS	:	Behaviourally Anchored Rating Scales
BOS	:	Behavioural Observation Scales
IPT	:	Implicit Person Theory
USA	:	United States of America
QFRA	:	Queensland Fire and Rescue Authority
WAPO	:	World and Peace Organizations
MCT	:	Media Council of Tanzania

CHAPTER ONE

1.0 INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 Introduction

This chapter presents the background information of the study on effective performance appraisal management, statement of the problem, research questions, research objectives, relevance of the research and summary.

1.2 Background to the Study

Performance appraisal systems began as simple methods of income justification. That is, appraisal was used to decide whether or not the salary or wage of an individual employee was justified (Armstrong, 1988). The process was linked to outcomes. If an employee's performance was found to be less than ideal, a cut in pay would follow. If their performance was better than the supervisor expected, a pay rise was in order. Performance appraisal results are used either directly or indirectly to help determine reward outcomes. That is, the appraisal results are used to identify the best performing employees who should get the majority of available merit, pay increases, bonuses, and promotions. Also, appraisal results are used to identify the poorer performers who need training demoted or dismissed.

Performance appraisal is good because it makes employees to work hard and fulfill their responsibilities hence, contribute to the overall performance of the organisation. But, unless performance appraisal is performed effectively, it may not help the organization to achieve the objectives of conducting it in the first place that is, to improve organisational performance.

There is an increasing body of critical literatures addressing the role and theory of appraisal. According to Torrington (2005) performance appraisal is designed and imposed by the HR function hence it sometimes leads to have little ownership of the system by line managers. It seems like a process of form filling exercise for someone else's benefit and with no practical value to performance within the job. Hence this throws some lights on the use and effectiveness of performance appraisal in organisations. Scholars stipulate that although many appraisal systems are still inexistence and continue to be updated, performance management systems are increasingly seen as the way to manage employee performance and have incorporated than appraisal/review process (Ibid.)

Moreover, for long time, media houses in Tanzania were operating in the traditional public administration system using more objective forms of evaluation. This system was inherited by many institutions due to the influx of many media houses in the country in the late 1990's, which resulted into big competitions among them. This led to the need for a mechanism that will make workers work hard to meet the organisation objectives and to serve the growing public expectations (MCT, 2010). Mihayo (2010) in his study indicates that over 68 percent of journalists in newsrooms are not full time employees. Most of them don't have contracts with employers and work under very harsh conditions.

1.2 Statement of the Problem

The success of every institution depends on the quality and commitment of its human resources. In order to ensure continued efficiency and effectiveness of

members of staff, each organization has to carry out employee performance appraisal from time to time so as to keep them in check and replace, motivate, retrain or take any other appropriate action.

There has been little research in this field of performance appraisal. Most studies discuss performance appraisal that allows employees to develop their skills and to meet business goal. Rich (1996) introduced a skill-based method of performance management that creates a work environment that allows employees to develop the skills they need to meet business goals. The skill based management measures skills and tracks and combines them into job descriptions, identifies employee specific skill gaps and then provides resources to upgrade abilities. Murray (1980) proposed using customer satisfaction measure as a basis of performance reviews and management rewards which results into more objective performance reviews, more effective employees, more satisfied customers and better business performance.

The majority of empirical studies on performance appraisal (PA) systems focus on the search for the perfect form in which subjective traits are replaced by objective and job-relevant measurable behaviors. Organizations using a performance appraisal system to evaluate their employees, struggle with issues of implementation, adoption and linkage with other human resource systems. To make a performance appraisal a viable management tool from a broader perspective, organizations and researchers must invest time in training managers in performance appraisal skills, in developing system evaluations which take into account reliability, validity and managerial goals as well as designing systems to meet specific organizational conditions and

expectations. In addition, research in these three areas will help to develop more acceptable and successful performance appraisal System (Devries, 1983).

Besides, there is a lot of competition amongst themselves as well as with well established Public and Private Media organizations. To ensure them become more competitive, these organizations need to retain high caliber staff both journalists and non-journalist staff through effective performance appraisals.

The selected radio stations have a comprehensive performance appraisal system which utilizes the ranking method. The assessor is furnished with a checklist of pre-scaled descriptions or behaviour, which are then used to evaluate the employee. However, no empirical study has been conducted to determine the effects of performance appraisal system on employees' performance at the selected radio stations despite a general dissatisfaction by staff members with the way in which they are evaluated or appraised. This study seeks to evaluate the effects of the performance appraisal system to employees' performance. It is therefore, set to determine and assess the effects of performance appraisal system in these media organizations.

1.4 Objective of the Study

1.4.1 General Objective

The general objective of the study was to assess the effects of performance appraisal systems on employees' performance in the selected radio stations.

1.4.2 Specific Objectives

The study had the following specific objectives:

- i) To examine the extent to which employees' awareness on appraisal system leads to effective employees' performance in community radios
- ii) To explore the extent to which employees' knowledge of the appraisal system leads to effective employees' performance in community radios.
- iii) To assess the extent to which performance appraisal management leads to effective employees' performance in community radios.

1.5 Research Questions

The study was guided by the following research questions.

- i) To what extent does employees' awareness on appraisal system lead to effective employees' performance in community radios?
- ii) To what extent does employees' knowledge of the appraisal system lead to effective employees' performance in community radios?
- iii) To what extent does performance appraisal management lead to effective employees' performance in community radios?

1.6 Significance of the Study

It is expected that findings from this study will be of importance to the management and members of staff at Upendo, WAPO and Tumaini Radio stations and other media houses to understand how performance appraisal should be conducted. The findings of this study will also assist the management of Upendo, WAPO and Tumaini radio stations in decision-making regarding how to use performance

appraisal system to improve the overall performance of the radio stations. However, the study will be submitted to the Open University of Tanzania (OUT) in partial fulfillment of the requirements for the award of master's degree in Business Administration. Also, the findings of the study will serve as a stepping stone for future researchers who will be interested in this study or other related studies.

1.7 Limitations of the Study

There were certain limitations while conducting the research work. The study was carried out only on WAPO, Tumaini and Upendo employees posted in Dar es Salaam with a limited sample size of 100 employees. It was a time consuming exercise due to difficulty in extracting information from them. Again, some senior executive had no time to fill the questionnaires on time. Moreover, some employees were reluctant to reveal the complete information.

To curb these challenges, the researcher sampled the 100 respondents carefully in order to get the information required for the study. The use of respondents with experience from other organizations aimed at getting the information which will cut across different organizations operating within and outside Dar es Salaam. Therefore, WAPO, Tumaini, and Upendo radio stations represent other stations within and outside Dar es Salaam. Also the problem of time was solved by proper involvement of the researcher in collecting data and ensuring confidentiality to respondents. Being an employee of Upendo radio station it was possible to get enough information from Upendo radio station as well as other stations because of good relations among employees in these community radios.

1.8 The Scope of the Study

Geographically, the scope of this study was delimited to WAPO Radio, Upendo Radio and Tumaini radio in Dar es Salaam, the commercial city of Tanzania. The research was limited to the identification of the effects of performance appraisal on employees' performance in community radios. The existing performance appraisal was analysed to ascertain its effects.

1.9 Thesis Outline

The thesis was divided into five chapters. Chapter one is an introduction of the study. It presents the background, purpose, research questions, significance of the study, scope of the study and thesis outline. Chapter two focuses on Literature Review and the conceptual meaning of performance appraisals, theoretical analysis and empirical studies. Chapter three focuses on the research methodology and discusses the appropriateness of the method of data collection. Chapter four presents the findings, analysis and discussion whereby the results pertaining to each objective are discussed and lastly, Chapter five which presents the conclusion, recommendation from the study findings and recommendations for future research.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter is concerned with the definition of key concepts used in this study, review of theoretical analysis, empirical studies, conceptual framework, and the underlying theories related to the study. Also it describes the elements or variables used relationships between the elements and statement of hypotheses.

2.2 Definition of Key Concepts

This study focuses on the effects of performance appraisal system in employees' performance in Tanzania specifically in community radios. There are several concepts used in this study. Some of those concepts have retained their normal meanings and some of them have specific meanings relevant to this study. To avoid ambiguities the concepts such as performance appraisal and community radio need to be defined here as they relate to this study.

2.2.1 Performance Appraisal

Performance appraisal is a process of identifying, observing, measuring and developing human performance in organisations and has attracted the attention of both academicians and practitioners. The process is also viewed as making an important contribution to effective human resource management as it is closely interlinked to organisational performance (Erdogan, 2002).

Performance appraisal is a management tool that helps management in its drive towards optimizing performance, primarily individual performance and therefore,

organisation performance now and in the future. The aim of performance appraisal can be achieved through assessing how effectively employees are working in their present jobs and what they need to do and know to perform even better (Bono, 2003).

Gupta (2006) defines performance appraisal as a process of assessing the performance and progress of an employee or of a group of employees on a given job and his potential for future development. He further argues that performance appraisal consists of all formal procedures used in work organizations to evaluate personalities, contributions and potentials of employees.

Torrington *et al.* (2005), define performance appraisal as a system that provides a formalized process to review the performance of employees. Performance appraisal varies between organisations and covers personality, behaviour or job performance and it can be measured quantitatively or qualitatively. Performance appraisal involves unstructured narrative on performance of the appraiser.

2.2.2 Community

The term ‘community’, as it is used in this context denotes two things; first, as a geographical territory or a group of people belonging to a particular cultural or political entity (Alumuku, 2006) and secondly, shared interests, tastes and values (Fraser & Estrada, 2001). A village, a district or neighborhood qualifies to be ‘community’ because it constitutes ‘geographical collection of people’. As with regard to ‘community as shared interests’, people may be living far apart but

connected by similar interests, for example, the love of music, football or religious belief.

It is possible to have community radio stations in both forms of communities described above. People living in one district may associate themselves to establish the community radio station. Likewise, people living far apart but with similar interests may also establish a community radio. A good example of a radio station established out of the community interests is Radio Tumaini in Tanzania. The radio is organized under the community of Catholics who donate funds to run the station, volunteer to produce programs and repair machinery. For the purpose of this research, community is defined as a geographical collection of people with similar overall development needs served by the community radio.

2.2.3 Community Radio

There are many definitions attempting to describe the nature of community radio. In a study by MISA (2000), some interesting definitions of community radio stations emerged from the respondents such as the radio station that is built by community and where community members are involved in the formation of programs. However, given the poverty levels in Africa, a good number of community radio stations are not ‘built’ by community members *per se*, rather by donors funding in collaboration with local communities. The second definition put forward by MISA is the one that describe the community radio as the station that airs what suits the community. Again, this definition is problematic as any national or commercial broadcaster may decide to air the content, which interests the community. Definitely,

the appealing content alone cannot make a station community radio.

Alumuku (2006) on the other hand defines community radio as a nonprofit making form of broadcasting, owned and controlled by a particular community under an association, trust or foundation. He argues that usually community radio stations are small independent radio stations run on modest budget, which give priority to local communities and accountable to the community they represent. Again, this definition is weak as it emphasizes on the 'small size' as one criterion for community radio. Some community radio stations such as Upendo Radio and WAPO in Tanzania are huge enterprises spanning across the country and serving the interests of Lutheran community all over the country.

The African Charter on Broadcasting (2001) came out with a widely accepted definition of community radio in the Sub Saharan Africa. It defines community radio as a service, which is for, by and about the community whose ownership, and management is representative of the community and pursues a social development agenda. Practitioners and policy makers in Tanzania, Namibia, South Africa and Zambia, to name just a few, have adopted this definition as it emphasizes on content which is around the lives of the community, ownership, as well as social development aspects of community radio station (Banda, 2003). The present study adopted the above definition of community radio as advanced by the African Charter on Broadcasting (2001) because it recognizes the community radio as a service, which is for and about the community, and whose management or ownership draws from the community members.

2.3 Profiles of the Selected Radios

2.3.1 Upendo Radio

Upendo FM Radio is a Community Radio owned by the Eastern and Coastal Diocese of the Evangelical Lutheran Church in Tanzania. It was established in 2004 with the aim of realizing the profits or surplus (Upendo Radio, 2005).

2.3.2 Tumaini Radio

Radio Tumaini also is a non-profit community radio station run by the Archdiocese of Dar es Salaam, Tanzania. Radio Tumaini was the first private radio station in Tanzania which started broadcasting in 1994 (Tumaini Radio, 1994).

2.3.3 WAPO Radio FM

WAPO Radio also is a community based Radio station that is owned by a Christian Mission, the World and Peace Organizations (WAPO) under the trusteeship of various Christian denominations in the country. It focuses on the needs of the Christian community and involves them in management and development of the station (WAPO, 2008).

All radio stations established an environment in which members of staff can accomplish the goals with the least amount of time, money, materials and personal dissatisfaction or in which they can achieve as much as possible of the desired objectives with available resources. However, there are many reputable sources, researchers and management commentators that have doubted about the validity and reliability of Performance appraisal processes in media houses. Derven (1990) argues that the process is so inherently flawed that it may be impossible to perfect it.

Nevertheless, some media houses introduced performance appraisal system as a way to make the organizations meet their objectives and needs of the workers easily. But due to the nature of work, more is being looked on how the performance appraisal functions and processes are being implemented to produce effective and efficient results both to owners and employers.

2.4 Theoretical Literature Review

2.4.1 Performance Appraisal Methods

Three broad areas are closely related to performance appraisal. Firstly, the development of appraisal instruments to accurately and objectively measure the human performance. Secondly, a focus on supervisor and employee characteristics and their potential bias on performance appraisal ratings, thirdly, the uses and types of performance appraisal systems within organisations (Scott and Einstein, 2001).

Approaches to performance appraisal range from relatively simple techniques, such as ranking and traits rating to the more complex method of behaviourally anchored scales (Tyson and York, 2000). Techniques also vary with regard to temporal emphasis, either focusing on the past through rating and ranking or using management with the aim of providing a future focus.

According to Erasmus *et al* (2003) the techniques to conduct a performance appraisal may be categorized according to the type of criteria used. Trait-oriented methods including trait scales, behaviour-oriented methods such as BARS or critical incidents and results-oriented methods including the MBO method can be

used. The techniques can secondly be classified according to the main objective that the appraisal serves such as comparative objectives, which include relative standards or developmental objective that include absolute standards.

2.4.1.1 Based Anchored Rating Scales (BARS)

According to Swan (1991) BARS is one of the most systematic and elaborative rating techniques. The system is usually costly as it involves in depth analysis of each job to which the system will be applied. The BARS scale used for a certain job is reached through a five step process as follows: Critical incidents, which refers to experts in the job listing specific examples of effective and ineffective behaviour, Performance dimensions developed from the incidents arrived at in the critical incidents phase; Retranslation that occurs when a second group of knowledgeable individuals on the specific job validate and refine the performance dimensions; Scaling incidents which relates to the rating of the dimensions by the second group of individuals and the final instrument is the behavioural anchor in the BARS instrument.

The BARS instrument consists of a series of vertical scales that are anchored by the included incidents. Each incident is placed on the scales based on the rating determined in step four (Swan, 1991). The system is accurate in that it creates measures that are closely job-relevant and is highly legally defensible.

2.4.1.2 Trait Scales

The appraisal system contains a list of personality traits or qualities such as motivation, innovativeness and adaptability. The judge or manager performing the

appraisal assigns a value or number to each trait, indicating the degree to which the employee owns the quality (Ibid.) A variation of this system requires the manager to evaluate the employee on each of several trait labels, with short definitions and along the line containing a variety of adjectives. In most cases the trait-rating scales are informally analysed to ascertain which personality traits should be included in the system.

The trait-rating scales may be broadly defined and the criteria such as meet requirements or exceed requirements are also not clearly defined. This makes the trait scales very difficult to legally defend because it is difficult to prove the job relevance. Without specific job related criteria, the system is vulnerable to rater error such as halo effect, positive or negative leniency and central tendency. The scales also make it difficult for a manager to identify training and development needs. The manager essentially asks the employee what they are and not what they do (Swan, 1991).

2.4.1.3 Management by Objectives (MBO)

Erasmus *et al* (2003) argue that this system concentrates on setting and aligning individual and organizational goals but it can also be used for evaluating performance. Participation in the setting of objectives allows managers to control and monitor the performance by measuring outcomes against the goals that the employees helped to set. Bagraim *et al* (2003) state that the MBO system should keep employees focused on the deliverables of their job and in this way, the organisation would have delivered on a strategic promise.

2.4.1.4 Essay Method

The manager is required to write a report on each employee (Erasmus *et al* 2003), describing the person's strengths and weaknesses. The format is not fixed and the results depend on the writing skills of the manager and relative rating techniques where managers compare an employee's performance to that of another person doing the same work.

2.4.1.5 Ranking

The system rank individuals from the best to the poorest performer according to performance factors. The technique can only be used with a limited number of employees in the exercise. There is no comparison between teams and the feedback is not aimed at the employees (Erasmus *et al*, 2003).

2.4.1.6 Paired Comparisons

The system allows the manager to compare each employee separately with each other employee (Ibid). The ranking of the employee is determined by the number of times he/she was rated better than other workers. The limitations to the number of employees that can be rated in this technique are a drawback.

2.4.1.7 Forced Distribution

Erasmus *et al* (2003) states that when using this system, the manager should assign some portion of the employees to each number of specified categories on each performance factor. The forced distribution decided upon can specify any percentage per category and need not necessarily comply with the requirements of a normal

curve. This system controls rating errors such as leniency and central tendency but the forced distribution decided upon may differ considerably from the performance characteristics of the employees as a team (Ibid.)

2.4.1.8 360-Degree Appraisal Method

Essentially, performance assessment on individual employees involves a wide spectrum of people including internal and external customers, suppliers, peers, team members, superiors and subordinates (Erasmus *et al*, 2003). The information can be gathered by using formal and structured interviews, informal discussions, surveys and observations. The appraisal information is used in feedback to the employee and it serves as an important input for career development and training. The broad spectrum ensures a good evaluation of the workers' strengths and weaknesses and it enhances self-insight to develop to one's full potential. This approach fits with the current trends in leadership thinking.

2.4.1.9 The Open Performance Review and Appraisal System (OPRAS)

According to (Issa, 2010), OPRAS is a system which requires every public servant to sign an individual performance agreement with his/her immediate supervisor which sets performance targets for the year. The performance agreement contains objectives, targets, performance criteria and resources required for implementing the performance agreement. The agreement is the basis for staff performance appraisal. The performance agreement derives its annual targets from the annual plan and budget. This link cascades down the implementation of plan to individual staff and thus enhances individual accountability.

On the other hand, each MDA is required to prepare a CSC that informs clients and stakeholders the type of services offered, service standards and service commitments, service delivery approach, the rights and obligations of the clients and complaints channel/mechanism in case the services offered are below the set standard. The Open Performance Review and Appraisal System (OPRAS) is an open, formal, and systematized machine fashioned to hold both employers and employees in planning, managing, and evaluating with the intend of achieving organisational goals(Johnson, 2000).

2.4.2 Ineffective Performance Appraisal

An organisation that conducts performance appraisal system can be ineffective if it is not conducted well. Several attitudes of managers may cause these ineffective such as; lack of willingness to accept ownership of responsibility to appraise people, lack of acceptance of the fact that appraisal should be a biannual or annual stock taking activity and lack of skill with regards to setting performance standards against which to appraise. On the other hand, Gupta (2006) shows different limitations of performance appraisal. Among them are: errors in rating. He adds that performance appraisal may not be a valid indicator of performance and potential of employees due to the tendency to rate an employee consistently high or low on the basis of overall impression and stereotyping on the basis of his age, sex, or religion.

2.4.3 Hierarchy of Needs Theory

Abraham Maslow's hierarchy of needs theory (1954) states that people will not be healthy and well adjusted unless they have their needs met. Specifically, Maslow

proposed that all people seek to satisfy five basic kinds of needs: psychological needs, safety needs, belongingness needs, esteem needs and self-actualization needs. Maslow suggested that these needs constitute a hierarchy of needs, with the most basic or compelling physiological and safety needs at the bottom. Maslow argued that these lowest-level needs must be met before a person will strive to satisfy needs higher up in the hierarchy such as self-esteem needs. Once a need is satisfied, he proposed, it ceases to operate as a source of motivation. The lowest level of unmet needs in the hierarchy is the prime motivator of behaviour; if and when this level is satisfied, needs at the next highest level in the hierarchy motivate behaviour.

This theory applies to this study because an individual growth is the key vehicle for organisational success. Managers must attempt to identify individual employee needs and foster satisfaction. If they do so, employees will progress toward self-actualization and permitting the organisation to be all that it can be.

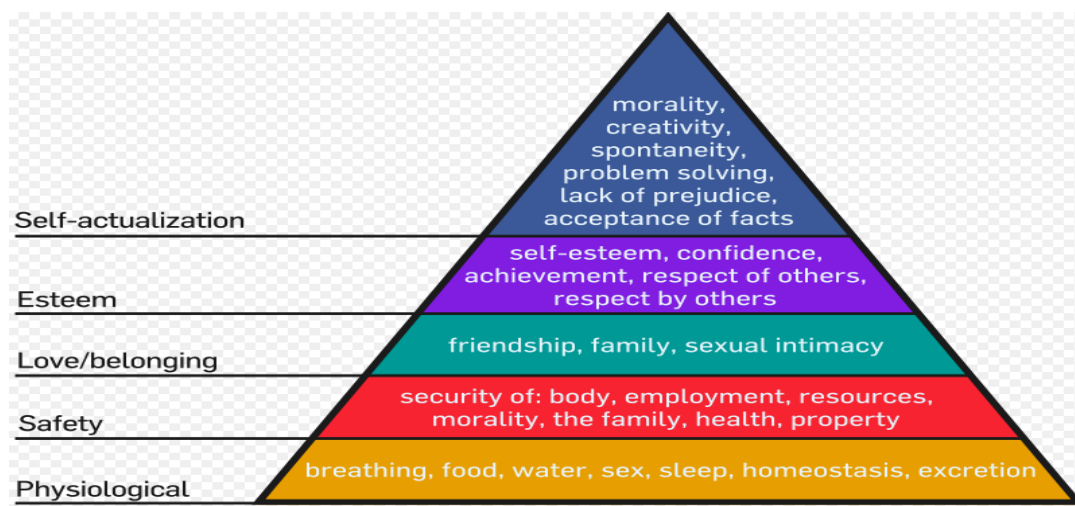


Figure 2.1: Maslow's Hierarchy of Needs

Source: Maslow (1954)

2.4.4 Expectancy Theory

Vroom's (1964)'s theory is based on the belief that the employee effort will lead to performance and performance will lead to rewards. Rewards may be either positive or negative. The more positive the reward the more likely the employee will be highly motivated. Conversely, the more negative the reward the less likely the employee will be motivated. Furthermore, expectancy theory focuses on motivation as the combination of valence, instrumentality and expectancy. Valence is the value of the alleged result. Instrumentality or expectancy is the point of view of an individual whether he or she will really obtain what they want. It shows that successful act will eventually lead to the desired result. Expectancy refers to the different level of expectations as well as confidence regarding one's capability (Ibid.)

Expectancy theory of motivation applies to this study since it focuses on the differences between individuals and assumes that each and every individual will be motivated by their own prospects, rewards as well as their preferences for the rewards.

2.4.5 Implicit Theory

Dweck (1986) defines implicit theories as lay beliefs about the malleability of personal attributes (for example, ability and personality) that affect behaviour. A prototypical entity implicit theory assumes that personal attributes are largely a fixed entity, whereas an incremental implicit theory assumes that personal attributes are relatively malleable. Implicit theories can be domain specific, pertaining particularly to areas such as ability, morality, or personality (Wood & Bandura, 1989).

Several studies have been done on motivational implications of holding a primarily entity or incremental implicit theory within and outside organizational contexts, the ability of implicit theories in influencing the aspects of self regulation including the goals that people set their level of self efficiency and the resilience of their self-efficacy following setbacks and their performance on complex decision making tasks (Kamins and Dweck, 1999 and Tabernero and Wood, 1999).

However, so far, no research done on the effect of managers' implicit theories on their judgments of others. (Chiu *et al*, 1997) argue that judgments about others are more likely to be influenced by a person's implicit person theory (IPT), that is, his or her domain-general implicit beliefs about the malleability of the personal attributes (for example ability and personality) that define the type of person that someone is, as well as how he or she behaves. This theory is not applicable to this study because it influences unfair judgment while effective performance appraisal insists fair judgment ratings.

2.4.6 Theory X and Y

McGregor is one of the first leadership gurus to profess a faith in the leadership abilities and effectiveness of common workers. One of his concepts was asking employees to help evaluate them using well-known Theory X/Theory Y concept. McGregor sums it up in this sentence. The distinctive potential contribution of the human being at every level of the organisation stems from his capacity to think, to plan, to exercise judgment, to be creative, to direct and control his own behaviour (McGregor, 1960).

In Theory X and Theory Y, McGregor divides the manager's assumptions concerning employees into two different sets as illustrated in figure 2.2. below: Theory X says workers have little ambition, threats are necessary to motivate employees; employees avoid work because they hate it, and avoid all responsibility. Theory Y employees crave responsibility, dislike threats; work is as natural as rest, and want to satisfy their need for esteem and self-actualization. Theory X managers view their employees as lazy and disobliging and thus, needing to be controlled through punishment and rewards in order for them to be productive. On the other hand, Theory Y managers regard their employees as energetic, hardworking, creative employees who seek out responsibility (Pfeiffer *et al*, 1991).

Therefore, this theory Y applies to this study while theory X does not since Theory Y's assumptions about people and their work created a space for bringing in an environment where they can feel motivated to perform at their best. Employee motivation often depends on the style of the managers, while the managers with theory X assumptions are characterized by certain traits, for example authoritarian style and tight control. Thus (McGregor, 1960) argues that Theory Y managers will succeed more at having motivated employees.

Contingency theory means that one thing depends on other things and for organisations to be effective; there must be a "goodness of fit" between the restructure and the conditions in their external environment. As such, the correct management approach is contingent on the organisation's situation (Daft, 2001). Contingency theory represents a rich blend of organizational theory such as

organisational decision making perspectives and organisational structure (Donaldson, 2001). The essence of the contingency theory paradigm is that organisational effectiveness results from fitting characteristics of the organisation (such as its cultures) to contingencies that reflect the situation of the organization (Ibid).

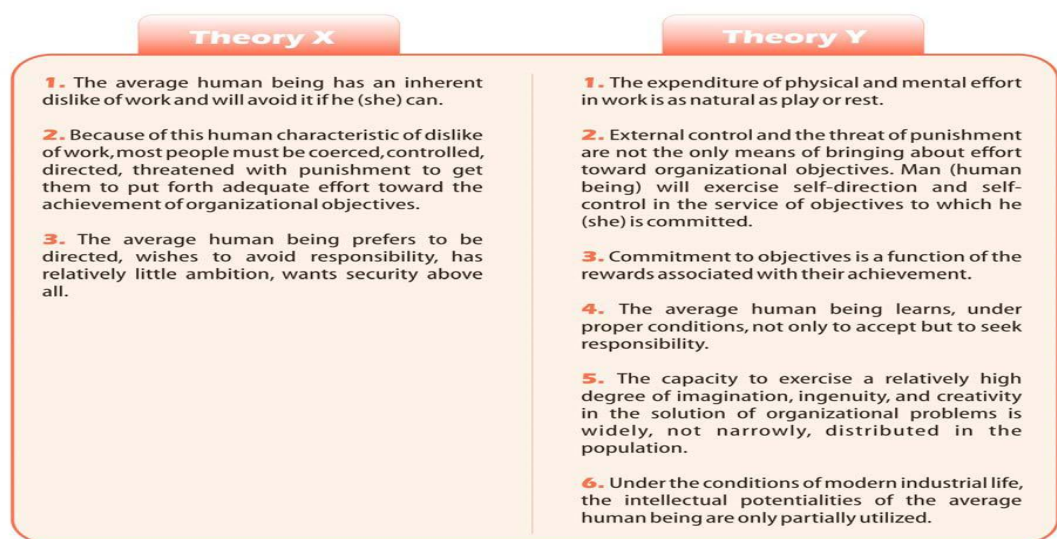


Figure 2.2: Theory X And Y on Employees Loyalty and Motivation

Source: Pfeiffer *et al* (1991)

2.4.7 Contingency Theory

According to Donaldson organisations seek to attain the fit of organisational characteristics to contingencies which leads to high performance. Therefore, the organisation becomes shaped by the contingencies (fit) to avoid loss of performance. Thus, there is an alignment between organisation and its contingencies in creating an association between contingencies and organisational contextual characteristics. Contingency theory is based on the premise that there is no universally appropriate or perfect measurement system which applies equally to all organisations in all

circumstances. In fact, it is suggested that particular features of an appropriate measurement system will depend upon the specific circumstances in which an organisation finds itself (Donaldson, 2001).

The study position is that contingency theory offers a useful way of conceptualizing the relationship between certain “contingency” variables and organisation structure (PMS design and use). In the view of contingency theorists, the design of accounting information and control systems, that is, one particular type of PMS, is based upon specific characteristics of the organisation and its environment, the factors influencing the design and use of Performance Measurement Systems. This theory is applied to this study since it shows theoretically the perspective within the organisation that emphasises how contingent characteristics or contextual factors such as technology, size, environment, culture and strategy affect the design and functioning of organizations (Daft, 2001).

2.5 Empirical Studies

The literature review shows the importance of performance review, effects of performance appraisal system on employees and how it affect their performance., However, many scholars have put clear the importance and the right process for employee evaluation and the studies are categorized as world related studies and Tanzania related studies.

2.5.1 World Related Studies

Nyaoga (2010) conducted a research study on the effectiveness of performance appraisal systems in private Universities in Kenya, Kabarak University in particular.

His study shows that performance appraisal system is the only tangible metric way by which an organisation can know the level of performance of its diverse employees. Although most employees were aware of the type of performance appraisal system used in the private universities, such systems were not based on any serious formal purpose for which they were designed. The effectiveness of performance appraisal systems in the private universities were only based on training to the employees involved in the rating/appraising process and are multi- rating systems.

Conclusively, because the performance appraisal systems used in private universities were not effective and that they exist just as a matter of formalities, the private universities could not measure employees' performance hence making it difficult to achieve the intended Human Resource Management objectives. The gap in knowledge here stems from differences in geographical localities between Kenya and Tanzania and the difference in vision and missions between the two study areas, Kabarak University and Radio stations. Mackenzie (2000) also conducted a study on performance appraisal systems for organizational success.

The purpose of the study was to examine the issues associated with performance appraisals and identify proven and suitable methodologies which will result into a process that is credible, equitable and the one that reinforces the desired organisational directions. The procedures developed for this study were aimed at overcoming these issues. This was achieved by evaluating the need for performance appraisals, problems associated with various methodologies and examining the qualities that need to be measured both in terms of the individual and organisation

and identifying the means of improving organisational performance. The research found that the current processes within the QFRA focus on dealing with diminished performance issues. Subsequently, the efforts of the individual are not necessarily aligned with the desired organisational direction and little incentive exists amongst managers to challenge the current processes or encourage risk taking to improve service delivery.

Kularni (1981) conducted a nationwide open survey of the bank employees on various personnel issues. The objective of the study was to establish an 'effectiveness of performance appraisal in working organization'. He conducted a survey to the various banks and came up with the following findings: only about 14 percent of the employees stated that they were aware of the basis on which their supervisors evaluated their work in the annual confidential reports. Of the remaining, 55 percent had no idea at all on the criteria used and another 31 percent had some general idea but not aware of any special criteria. About 68 percent of the employees felt that the appraised should be interviewed about his performance and given an opportunity to provide inputs for his performance assessment. The study seems to be not comprehensive and relevant to the present study as its findings cannot be applicable to this study as the survey itself was conducted in financial institutions which have different direction as the public institutions in Tanzania. The selected institutions mainly base on service provision contrary to banks which are for profit maximization.

Another study was conducted by Walsh (2003) on perceived fairness of and satisfaction with employee performance appraisal in Southern United States. This

study investigated the employees' reactions to fairness of and satisfaction with an existing performance appraisal system utilizing a hypothesized four-factor model of organizational justice as the theoretical basis (Greenberg, 1993). The data were obtained via a survey questionnaire from 440 participants from two organisations that were part of a large public employment system. The findings of the study indicated that respondents perceived the performance appraisal system to be fair as indicated by their agreement with 9 of the 10 scales used to measure reactions to fairness.

The conceptualized four-factor model was not found to represent the underlying factor structure substantially better than alternative plausible three-factor models. The best fit three-factor model however, provided some support for the differentiation between procedural and interactional organisational justice factors, which is a distinction that has been debated in the organisational justice literature. The differences in time, geographical location and socio-economic development between Southern United States and Tanzania create a gap in knowledge, which this study sought the need to fill it.

Rao (1979) conducted a study on a performance appraisal in public sector in India. The objective of the study was to know if the performance appraisal helps to recognize their strength and weaknesses. The survey of 588 officers of large public sector company in India indicated that about 98 percent of the respondents felt that the appraisal system should help to recognize their strength and weaknesses. A fairly high percentage of them (over 60 percent) recognized that it is very difficult to have objective assessment in any form of appraisal because human factors are

always involved. This survey seems to have been conducted in a company that operates traditional appraisal system. This study focuses on an open performance appraisal program that is based on direct engagement between the appraiser and the appraised. The above study seems to be comprehensive and relevant to the present study as it lays a good foundation for studying the effectiveness of 360 degree performance appraisal practices in public institutions. However, it shows the gap of time whereby it was conducted 32 years ago and a gap of place, India, quite a different place from Tanzania in terms of economic development and geographical location. This study therefore, focuses on Tanzanian context specifically, community radios.

Evaluating the performance appraisal system in the bank of Botswana was another study conducted by Migiroy and Taderera (2010). The study seeks to appraise the performance appraisal system in the bank of Botswana. A qualitative research design was used. The sample for the investigation was drawn from a population of 417 employees, all from nine departments. Proportionate stratified sampling was used to select representative units of measurement. Questionnaires were then distributed to the random sample of 79 respondents but seventy of them were returned with 88% responses therefore contributing to the general ability of the findings. Empirical results indicate that the system is used to identify employees for promotion and to decide on salary awards.

However, it was also found out that the reward outcomes did not always show a positive reflection of the performance appraisal outcomes, and that the system was not consistent. The article identified issues that need to be addressed for the Bank's

performance appraisal system to be effective and meet its objectives: regular training for both the employees and the evaluators, transparency in the implementation of the appraisal system, provision of continuous feedback to employees on their performance and reduction of inconsistency in the system across the Bank. Notwithstanding that, the study had limitations in the sense that the appraisal of the appraisal system was done only in one organisation, the Bank of Botswana. Also, the researcher used only one method to collect data, the questionnaire, thus, limiting the chances for triangulation of the information obtained from the survey. The study highlights the unique challenges of the PAS in the bank and provides suggestions for its improvement.

2.5.2 Tanzania Related Studies

Fanuel (2004) studied on the effective management of performance appraisal function. The purpose was to determine and examine factors hindering the effectiveness of performance appraisal function in promoting efficiency and productivity at NIC in Tanzania. The data were collected from 83 respondents by using documentary review, interview s questionnaire and observation. Data analysis was done by using SPSS software. The study discloses that the performance appraisal function at NIC was poorly performed. Employees were not aware of the programme, no feedbacks were provided, and only one appraisal instrument catered the whole organisation. In that case, the approach never obtained the desired objectives. Although, it disclosed some factors inhibiting the application of the Performance appraisal in work organisation, it was limited to its methodology used. The study was carried out using quantitative approach hence

making it difficult to capture unquantifiable information. Also there is a gap of time of seven years to date.

Itika (2007) explored the mismatch between the expectations of employee recruitment and performance appraisal in Tanzania. This analysis was informed by three theoretical frameworks which are: behaviour, institutional and capital theories. It has provided an overview of various experiences of African countries on managing employees' expectations for improved performance via recruitment and performance appraisal system. It is against the background that he poses a critic to OPRAS as a tool of appraising performance for failing to match employee's expectation and therefore proposes an alternative model to serve the purpose. The study found that 70% of employees feel that they are ignored and more than 50% do not think appraisals are useful to them.

These findings are useful and relate to the study as they reveal the mismatch among factors that pose challenge on the application of OPRAS. However, the study had a gap because the study was done in a different organisation background compared to the one in question. This is in line with results of Stonich (1984) on the nature of enterprises in which each industry is different in its organisational type, business policy and internal environment.

Chambo (2008) conducted a study on management of performance appraisal programme in Tanzania. The purpose was to assess how performance appraisal programme was managed in Kwimba District. The data were collected from 89

respondents both management and non managerial employees. Questionnaire, observation interview and documentary reviews were employed for data collection. The data were coded and the analysis was done by SPSS. The results demonstrated that OPRAS was poorly performed. Some of the employees were not aware of the programme; no feedback regarding the performance was provided and that only one performance appraisal instrument caters for the whole council. Chambo advised that the government is supposed to employ more Human Resource management professionals in the public service.

The findings described the importance of feedback in the appraisal process which in this study is developed as a specific objective. The study was limited to a 10 number of employees in Kwimba council. This study also used quantitative approach. The gaps from Chambo's study start from the methodology used as it was a quantitative approach while this study uses qualitative approach therefore, the two cannot go together. Also it based on local government therefore; it is difficult to generalize the findings to central government as each type of government has its own kind of administration. Further more, this study fills the left gaps by using qualitative approach.

2.6 Conceptual Framework

The conceptual framework for this research has been developed from theoretical review of literature which has led to come out with the theoretical framework in figure 2.1 which depicts the relationships between variables that they cannot be separated since they depend on each other.

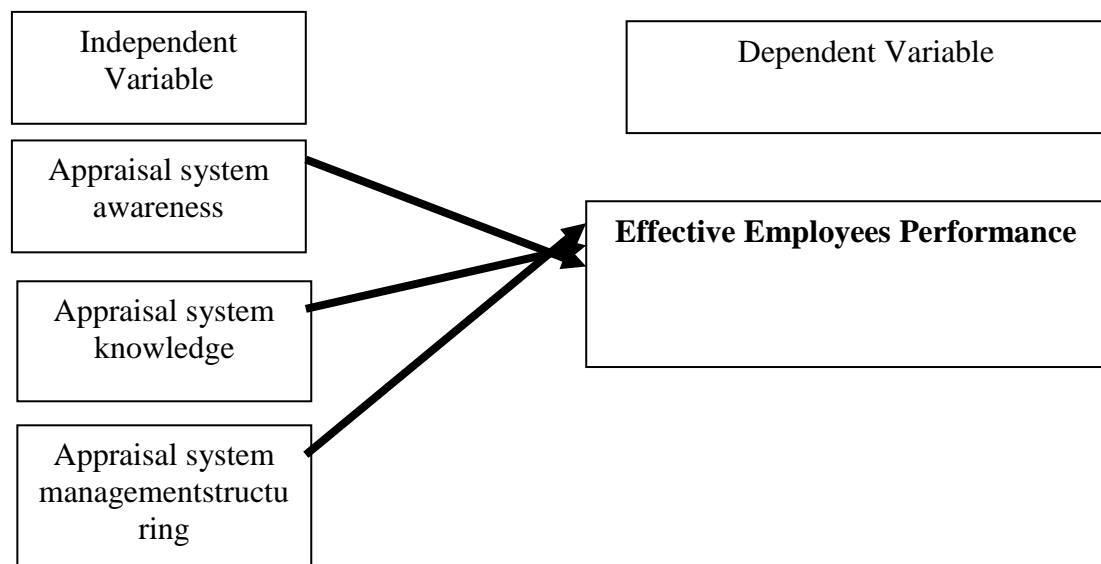


Figure 2.3: Conceptual Frame Work for the Study

Source: Own Developed Model, Model (2012)

So, as indicated in figure 2.3 in the conceptual framework, the two variables are interrelated and there is no way they can be separated. Dependent variables are variables that researchers measure in order to establish the change or effect created on them. A dependent variable waits for the effect of an independent variable. For example, in this study, appraisal system awareness, appraisal system knowledge and appraisal system management are independent variables resulting to effective employees, performance appraisal which is dependent because they it relies on the effects of the three.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This Chapter focuses on the research methodology used in this study. The section explains why the study adopted the case study as a research strategy. Since the study adopted the case study approach, various methods and techniques of data collection and analysis were used during the fieldwork.

3.2 Research Design

This study adopted a case study design with multiple units of enquiry whereas the Upendo, WAPO and Tumaini radio stations were studied so as to assess the effects of performance appraisal system. The design has been opted and selected from others because of weighing each design's benefits against their limitations and select accordingly. Kassam (1990) and Kothari (2006) argue for representative sample of population to avoid repetition of the same responses and to save time. Therefore, the small numbers of individuals selected for the study represent the entire population from community radios. It is a representative sample.

3.3 Research Approach

This study used both quantitative and qualitative data collection because it includes a range of methods such as documentation, interview and observation. The combination of qualitative and quantitative approaches provides the most complete or insightful understanding (Rwegoshora, 2006). This approach provides a better understanding of research problems. It can also provide better opportunities for testing alternative interpretations of the data, for examining the extent to which the

context helped to shape the results and for arriving at convergence in tapping a construct (Creswell, 2003)

The design also is flexible in terms of designing and redesigning questions; pose additional questions (op. cit.). This strategy enables the researcher to solicit more information relevant to the study especially from key respondents.

3.4 Area of the Study

The study was conducted at Upendo, WAPO and Tumaini FM Radio Stations. The area of study has been deliberately chosen by the researcher due to the fact that the radio stations are under the Churches' organizations and their level of performance appraisal management system is unknown since most of the staffs are reverends and nuns. Also, the researcher is an employee of Upendo Radio Station and thus, her familiarity with the area of the study helped to simplify the research task.

3.5 Target Population

Population refers to an entire group of individuals, events or objects having common observable characteristics. In other words, population is the aggregate of all conforms to a given specification. This study covered males and female journalists, news editors, chief editors, sales executives, managers and supporting staffs working with Upendo, WAPO and Tumaini Radio Stations in four different departments of Editorial, Marketing and Advertising, Finance and Human Resource. It also involved top officials and heads of departments.

3.6 Sampling Techniques

Kothari (2006) defines sample as a collection of some parts of the population on the basis of which judgment is made. A sample can be small enough for convenient data collection and large enough to be a true representative of the population from which it had been selected. Sample size refers to a number of items to be selected from the universe to constitute a sample. The sample must be optimum. Sampling refers to the process of picking up few or small units out of the whole population for study. Such unit is expected to be a representative of the whole population (Ibid.). The researcher used the sample size from the mentioned population. The researcher used different sampling techniques.

3.6.1 Simple Random Sampling

Simple random sampling is a process of selecting a sample at random from the sampling frame. Simple random sampling maintains the original sampling frame but the number of elements available to be drawn decreases as each element of the sample is removed. Simple random sampling technique was used to select respondents among members of staff of Upendo, WAPO and Tumaini FM Radio Stations in order to produce more representative and accurate sample.

3.6.2 Stratified Random Sampling

Stratified sampling is a technique of sampling whereby the total population is split into different groups. Elements with similar characteristics are placed into the same categories and then representatives from each group by either simple random

sampling or systematic sampling. Stratified random sampling technique was used to select respondents among members of the management of Upendo, WAPO and Tumaini FM Radio Stations.

3.7 Sample Size

The study was conducted to a total sample size of 100 respondents. That number is suitable because it fulfilled the requirements of efficiency, representative, reliability, flexibility and precision of the study. According to Kothari, (2004) the size of the sample drawn from the population should be less than the total population. In this study a total of 100 respondents were taken as a sample to represent the community radio staffs from Upendo, WAPO and Tumaini FM Radios in Dar es Salaam including supporting staffs as shown in table 3.1.

Table 3.1: The Number of Respondents

Employees' Category	WAPO		Tumaini		Upendo	
	No.	%	No.	%	No.	%
Radio reporters/presenters	13	13.0%	13	13.0%	13	13.0%
Technicians	5	5.0%	5	5.0%	5	5.0%
News/program editors	6	6.0%	5	5.0%	6	6.0%
Managers	5	5.0%	4	4.0%	5	5.0%
Supporting staffs	5	5.0%	5	5.0%	5	5.0%
Total	34	34%	32	32%	34	34%

Source: Researchers Analysis, (2012)

3.8 Data Collection Methods

During the study, both primary and secondary data collection methods were used. Primary data collection methods that were used during the study include; observation, administering questionnaires to respondents and conducting interviews.

Questionnaires and interviews contained open and close-ended questions. A secondary data collection method that was used was documentation.

3.8.1 Questionnaire

A questionnaire is a method of collecting data which uses a set of questions to collect data. In this method, the data are collected with the help of questions. Respondents have to answer questions on their own and bring back to the researcher (Kothari, 2004). Structured questionnaires consisting of 25 questions were administered to Radio Tumaini, Upendo and WAPO radio to get information on the matters related to effective implementation of performance appraisal in community radios. The method was preferred as it can reach a large number of respondents and therefore save both time and cost.

3.8.2 Interview

Semi structured interviews were conducted with the targeted population and their comments recorded. The major advantage of this approach is that it helps researchers to make the best use of time and systematically recording the responses from different respondents (Kothari, 2006). For these reasons, the semi-structured interview was adopted as the method for data collection especially for news editors who do not have enough time. The method was used as a means to complement the information collected using questionnaires.

3.8.3 Observation

Observation method allows the researcher to observe the respondents' activities related to the study in question (Ibid.). The researcher conducted the study through

direct participation and therefore, there was a possibility of seeing and accumulating data from the events associated to the selected topic.

3.8.4 Documentary Sources

Here, various documents such as books, manuals, reports, performance reports and other supporting documents were used. The method was used to give the researcher a reasonable assurance on the correctness of the information obtained by using the two methods above.

3.9 Data Presentation and Analysis

Qualitative and quantitative data were analyzed by using the computer program (excel) so as to safeguard the drawing of conclusions concerning this study. During analysis however, the non standardized and complex nature of data, which were collected, were classified into categories before they were meaningfully analysed. Moreover, the data collected were presented in charts, tables, and word-reporting systems. Thus, the process of analysis aims at determining whether the data collected support or reject the objectives and the research questions formulated before going to the field to collect the information.

3.10 Data Reliability and Validity

Reliability ensures consistence of research instruments such as questionnaires. Validity ensures that research instruments measure what it is supposed to measure. In order to ascertain reliability of the study, a pilot study was conducted. Questionnaires were distributed to respondents. This was done to identify questions that might be unclear or ambiguous to the respondents.

Various documents were used in collecting the information needed. In this regard, the relevant information from published documents such as: performance appraisal reports, annual reports, quarterly reports, periodicals and other documents related to performance appraisal. The researcher also used the internet to collect information that provided answers to research questions.

CHAPTER FOUR

4.0 RESULTS AND DISCUSSION

4.1 Introduction

This chapter focuses on analysis and findings of the research based on the responded questionnaires, interview, documentary review and observation. The presentation has been made according to specific research objectives and research questions derived from the literature review.

4.2 Descriptive Findings

As shown in Table 4.1 below, questionnaires were distributed to two categories of employees. These were management (head of departments) and non management (officers and non-officers) employees. The overall response rate was: out of 100 questionnaires distributed to respondents, 100 were used giving a response rate of 100 percent of the sample size of which, 34 being WAPO staff, 32 Tumaini staff and 34 Upendo FM staffs.

4.2.1. Age

The respondents were asked to indicate their age. Figure 4.1 show the age of respondents

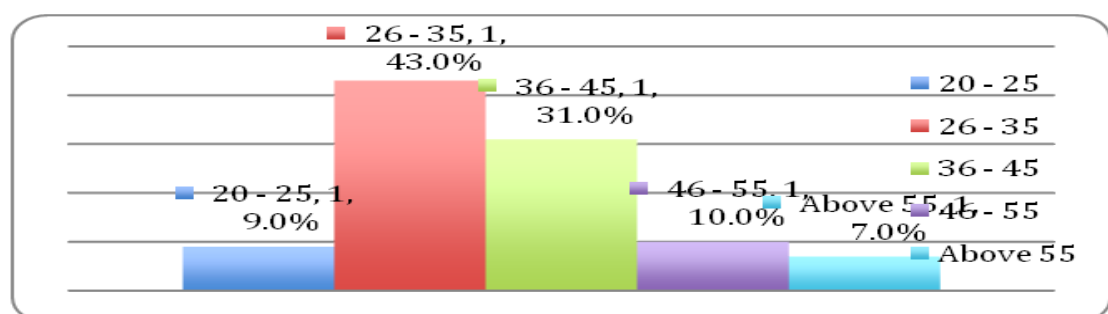


Figure 4.1: Frequency Distribution of Respondents by Age

Source: Researcher's Analysis, (2012)

Figure 4.1 shows that 43(43.0%) were between 26-35 years 31(31.0%) in the age between 36-45 years, and 9(9.0%) with the age between 20 - 25years. 10(10.0%) were in the age group between 45 – 55 and respondents with age group above 55 years were 7 (7.0%). The presented age profile from the respondents had implication in the study as it indicated that the large number of employees were between 26-55 years old which were 90.0% of the entire sample. This implies that age influence numerous demographic events such as participation and acceptance of performance appraisal in the work organisation. The researcher sought for age basing on those grounds.

4.2.2 Gender

The respondents were asked to indicate their gender and their responses are as shown in Table 4.1.

Table 4.1: Frequency Distribution by Gender

Sex	Frequency	Percentage %
Male	67	67.0
Female	33	33.0
Total	100	100

Source: Researcher's Analysis, (2012)

The findings from table 4.1 shows that out of 100 respondents 67(67.0%) were male and the remaining 33(33.0%) respondents were females. As the samples were randomly selected, it might be concluded that WAPO, Upendo and Tumaini radio stations employed more males compared to females. This could be due to the fact

that in each year the number of graduates from various levels of education in Tanzania are more males than females and therefore, eligible to be employed as most of the employees in these radio stations are graduates. This had implication to the study that the responses were gender imbalanced.

4.2.3 Level of Education

The respondents were asked to indicate their education level from primary school, secondary school, college or university. Their responses were as shown on Figure 4.2.

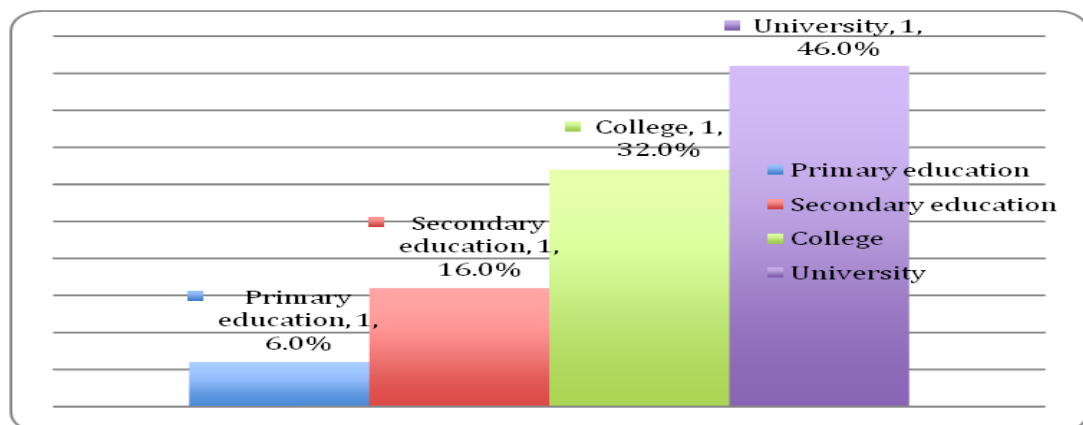


Figure 4.2: Respondents Education Level

Source: Researcher's Analysis, (2012)

Figure 4.2 indicates that employees were well educated as 46 (46.0%) respondents reached to university level, 32 (32.0%) respondents had knowledge and skills from different colleges, 16 (16.0%) respondents had secondary education and only 6 (6.0%) respondents had primary education. This entails that Tumaini, Upendo and WAPO radios stations employed well qualified employees due to the nature of work the organizations perform. The education level of respondents was very necessary in this study in order to get views and opinions from different levels of education.

4.2.4 The Working Experience

The respondents were asked to indicate their working experience at WAPO, Upendo FM and Tumaini Radio. Their responses were as shown in Table 4.2 below

Table 4.2: respondents Working Experience

Working Years	Frequency	Percentage %
0 – 5	27	27.0
6 – 11	37	37.0
11 – 15	22	22.0
Above 15 years	14	14.0
Total	100	100.0

Source: Researcher's Analysis, (2012)

Table 4.2 shows that 27 (27.0%) respondents worked between 0-5years, 37 (37.0%) respondents worked between 6-11years, 22 (22.0%) respondents worked between 11-15 and 13 (13.0%) worked for above 15years. The result reveals that employees' were retained as most of respondents worked between 6-15 years. This could be due to the employees' satisfaction on work or loyalty. The implication regarding respondents' working experience at WAPO, Tumaini and Upendo was that the majority of employees had enough experience that could help to provide valid information about performance appraisal within the organisation which indicates that the data were collected from respondents with enough working experience.

4.3 Findings According to Specific Objectives

The findings were presented and discussed as per research specific objectives. These objectives were to examine the extent to which employees' awareness on appraisal

system leads to effective employees' performance appraisal in community radios, to explore the extent to which employees knowledge of the appraisal system leads to effective employees' performance appraisal in community radios and to assess the extent to which performance appraisal management leads to effective employee's performance in community radios.

4.3.1 Employees' Awareness on Appraisal System Lead to Effective Employees' Performance Appraisal in Community Radios

Regarding this section, respondents were asked some questions as far as employees' views on whether community radios have the system of appraising their employees.

4.3.1.1 Awareness of Performance Appraisal System Implementation

The respondents were asked whether they are aware on the performance appraisal system implemented at their organisation. Their responses were as shown in table 4.3.

Table 4.3: Awareness of Performance Appraisal system Implementation

Ranking	Frequency	Percentage
Agree	10	10.0
Strongly agree	11	11.0
Disagree	18	18.0
Strongly disagree	54	54.0
Uncertain	7	7.0
Total	100	100

Source: Researcher's Analysis, (2012)

Table 4.3 shows that 10(10.0%) of the respondents agreed, 11(11.0%) strongly agreed 18(18.0%) disagreed, 54(54.0%) strongly disagreed and pointed out that they

are not aware on performance appraisal system implemented at their organisations. They said it was not even implemented annually or after six months like other organizations and 4.0% were uncertain. The interpretation of this situation is that the majority of the staff was not aware of the system and practice.

The findings relied on Chambo (2008)'s study on management of performance appraisal programme in Tanzania. The purpose was to assess how performance appraisal programme was managed in Kwimba District. The results demonstrated that OPRAS was poorly performed. Some of the employees were not aware of the programme; no feedback regarding the performance was provided and that only one performance appraisal instrument caters for the whole council. Chambo advised that the government is supposed to employ more Human Resource management professionals in the public service.

4.3.1. 2 Sufficient Notice to Prepare for Performance Appraisal Meeting

In knowing if employees at the WAPO, Upendo and Tumaini radio are given sufficient notice to prepare for the appraisal meeting, respondents were asked and the results were as shown in table 4.4.

Table 4.4: Sufficient Notice to Prepare for Performance Appraisal Meeting

Ranking	Frequency	Percentage
Agree	7	7.0%
Strongly agree	14	14.0%
Disagree	27	27.0%
Strongly disagree	44	44.0%
Uncertain	8	8.0%
Total	100	100

Source: Researcher's Analysis, (2012)

Table 4.4 shows that 7 (7.0%) of the respondents agreed, 14 (14.0%) strongly agreed, 27 (27.0%) disagreed, 44 (44.0%) strongly disagreed and revealed that they were not given sufficient notice to prepare for the appraisal meeting while 4 (4.0%) were uncertain. Since the vast majority of respondents said they were not given notice to prepare for the meeting, it is an indication that employees at the WAPO, Tumaini and Upendo were not well prepared for the appraisal meeting. This means that employees at WAPO, Tumaini and Upendo radios were not considered for preparation of the performance appraisal meeting with their supervisors something which can affect badly their evaluation process since their time is not important for the exercise.

This is supported by Kelly *et al* (2007) in their study about performance appraisal and its outcomes. In their study they reveal that it is useful to give employees notice prior to the appraisal interview. Even if this information is not used to determine the final rating on the review, this will ensure that employees know against what criteria s/he is being evaluated, thus eliminating any potential surprises. Therefore, administrators need to pay attention to certain attributes of the performance appraisal system in order to ensure a successful outcome.

4.3.1.3 Employees Involvement in Conducting Performance Appraisal

When respondents were asked about their involvement in conducting performance appraisal, their responses were as shown in Table 4.5.

Table 4.5 shows that 10 (10.0%) of the respondents agreed, 8 (8.0%) strongly agreed, 29 (29.0%) disagreed, 51 (51.0%) strongly disagreed and pointed out that

they were not involved in conducting Performance Appraisal. The process is done in a secret way and they were just given their results without compromising with their supervisors while 2 (2.0%) were uncertain. Therefore, it is evident that employees to a large extent were not involved in conducting Performance Appraisal with supervisors.

Table 4.5: Employees Involvement in Conducting Performance Appraisal

Ranking	Frequency	Percentage
Agree	10	10.0
Strongly agree	8	8.0
Disagree	29	29.0
Strongly disagree	51	51.0
Uncertain	2	2.0
Total	100	100

Source: Researcher's Analysis (2012)

This is an indication that the majority of the employees were not involved in conducting performance appraisal with supervisors and therefore, managers do not understand the importance of involving their subordinates in the process. The Performance Appraisal Interview should be conducted since it is essentially a dynamic exchange between two persons; superior and employee, the quality of their relationship ought to affect how employees react.

This is in line with Rao (1979) who emphasized on the importance of involvement in the process of performance appraisal in an organisation. These should be an effective involvement of supervisors and employees in carrying out the Performance Appraisal in an organization.

4.3.1.4 Participating in Setting Objectives and Criteria for Performance Appraisal

Respondents were also asked to give their opinions whether they participate in setting objectives and criteria for which they are appraised. Table 4.6 shows.

Table 4.6: Participating in setting Objectives and Criteria for Performance Appraisal

Ranking	Frequency	Percentage
Agree	8	8.0
Strongly agree	11	11.0
Disagree	22	22.0
Strongly disagree	55	55.0
Uncertain	4	4.0
Total	100	100

Source: Researcher's Analysis (2012)

Table 4.6 shows that 8 (8.0%) of respondents agreed, 11 (11.0%) strongly agreed that they participate in setting objectives and criteria, 22 (22.0%) disagreed, 55 (55.0%) strongly disagreed and pointed out that they do not participate and 4 (4.0%) were uncertain. The results show that employees are not given opportunity to participate in setting objectives and criteria in which they are appraised. Therefore, what is put as a criterion for appraisal is not known by the employees because the process is not participatory in nature.

Therefore, employees at WAPO, Upendo and Tumaini do not participate in setting appraisal objectives; hence they do not participate in the process effectively. This implies that managers at these radios stations do not make the process more participatory as it supposes to be. The employees' involvement in discussing

Performance Appraisal results also influences the effectiveness of the appraisal system. Basing on the above findings, it is therefore implied that poor participation of employees in the formulation of objectives affects the application of performance appraisal as supported by Locke *et al* (1981, 1990) that goal setting is an important element in employee motivation, increase persistence, and encourage employees to find new and better ways to work, which is an important element for effective application of Performance Appraisal.

4.3.1.5 Involvement in Discussion of Performance Appraisal Results

The respondents were asked whether they were involved in discussion of performance appraisal results and their responses were as shown in Table 4.7.

Table 4.7 Involvement in Discussion of Performance Appraisal Results

Ranking	Frequency	Percentage
Agree	6	6.0
Strongly agree	13	13.0
Disagree	19	19.0
Strongly disagree	56	56.0
Uncertain	6	6.0
Total	100	100

Source: Researchers Analysis, (2012)

Table 4.7 reveals that 6 (6.0%) of respondents agreed, 13 (13.0%) strongly agreed, 19 (19.0%) disagreed, 56 (56.0%) strongly disagreed and pointed out that they were not involved in discussing the performance appraisal results, 6 (6.0%) were uncertain. From the findings, it is an indication that employees at the stations are not involved in discussion of their appraisal results. This means that managers do not

support the process of involving subordinates; as a result the whole process of formal performance appraisal becomes not participatory.

The findings are congruent with Arthur *et al* (1995) who found that attitudes to appraisal and the quality of any feedback of information generated are key constraints upon the possible contribution of management development to organisations effectiveness. It is as well incoherent with McGregor (1957)'s Management by Objective philosophy which redefined the role of manager from being a judge to helper and permitting guidance needed for personal development, where the process focuses on change and improving both individual and organisational effectiveness.

4.3.2 Employees Knowledge of the Appraisal System Leads to Effective Employees Performance Appraisal in Community Radios

Regarding this section, respondents were asked some questions to get the employees' views of the knowledge of performance appraisal leads to effective employees' performance appraisal in community radios. The responses were as follows:

4.3.2.1 Employees Understanding the Importance Performance Appraisal Practices

The respondents were asked whether they understand the importance of performance appraisal practices, their responses were as shown in Table 4.9.

Table 4.8: Employees Understanding Performance Appraisal Practices

Ranking	Frequency	Percentage
Agree	7	7.0
Strongly agree	12	12.0
Disagree	20	20.0
Strongly disagree	57	57.0
Uncertain	4	4.0
Total	100	100

Source: Researcher's Analysis, (2012)

Table 4.8 shows that 7 (7.0%) of the respondents agreed, 12 (12.0%) strongly agreed 20 (20.0%) disagreed, 57 (57.0%) strongly disagreed that they understand the importance of performance appraisal practices at their organization and 4.0% were uncertain. Therefore, since the vast majority of the employees seemed to be not understanding the importance of performance appraisal practices, it is possible that employees at the WAPO, Tumaini and Upendo radio stations have no good knowledge concerning the performance appraisal system hence employees' performance appraisal in community radios were not effective.

The findings reflected Rotich (2001) who argued that involvement play a major role on the effectiveness of the process. This part plays the role that can be leveled into knowledge of the stakeholders on the implementation, conduction and process of performance appraisal by the appraised. The results on the employees' understanding of performance appraisal process therefore have provided an indication of this situation. In addition to this, most of them accepted the importance of this practice as it improves the performance of the organization

During interview all employees from WAPO, Tumaini and Upendo Radio Stations revealed that performance appraisal being carried at their organizations is poorly done. They perceived it as a managerial tool that is used for controlling employees and is too subjective depending on the supervisor's judgment that brings outcomes which are contrary to employee' expectations. This is because the managerial approach to performance appraisal is regarded as unwarranted, unworkable and unacceptable in the knowledge based organisations such as media organisations. Therefore, the finding implies that employees do not understand and are not pleased with the way performance practice is carried out at their organisations. This study relates with Rankin and Klein (1988)'s study who argue that effective performance appraisal needs a clear performance goal; qualified levels of performance and personal rewards should be tied to organisational performance and implement a plan together.

4.3.2.2 Employees' Training on Performance Appraisal Systems

When respondents were asked whether they receive any training about performance appraisal, their responses were as shown in Table 4.9.

Table 4.9 reveals that 8 (8.0%) of the respondents agreed, 15 (15.0%) strongly agreed, 28 (28.0%) disagreed, 45 (45.0%) strongly disagreed that there is employees' training regarding performance appraisal systems while 4 (4.0%) were uncertain.

Table 4.9: Employees Training Regarding Performance Appraisal Systems

Ranking	Frequency	Percentage
Agree	8	8.0%
Strongly agree	15	15.0%
Disagree	28	28.0%
Strongly disagree	45	45.0%
Uncertain	4	4.0%
Total	100	100

Source: Researcher's Analysis, (2012)

Since the majority said training was not provided, it is a bad sign for institutions not offering trainings regarding performance appraisal system. Also, it shows that employees do not understand on the process. Consequently, the success of this appraisal system can be counted as a result of the training and improved knowledge on the performance appraisal. This is in line with the key findings of Fink and Longnecker (1998) who was able to show that training on the performance appraisal is a strategy for the improvement of performance appraisal in a given organisational setting. This is also an indication that the practice is not acceptable at Upendo, WAPO and Tumaini radio stations.

Thus, it is recommended that training should begin at those levels of management that will be involved in administering the program and providing training for lower levels of supervision. Once these senior managers have “bought into” the system, skills training are needed for junior managers and supervisors. This specific training should include at least the following: supervision skills, coaching and counseling, conflict resolution, setting performance standards, linking the system to pay (assuming this is the aim of the appraisal system), and providing employee feedback.

4.3.2.3 Accurate and Fair Performance Appraisal

The respondents were asked whether there is accurate and fair performance appraisal on their organisations. Their responses were as shown in table 4.11.

Table 4.10: Accurate and Fair Performance Appraisal

Ranking	Frequency	Percentage
Agree	12	12.0
Strongly agree	10	10.0
Disagree	25	25.0
Strongly disagree	50	50.0
Uncertain	3	3.0
Total	100	100

Source: Researcher's Analysis, (2012)

Table 4.10 shows that 12 (12.0%) of the respondents agreed, 10 (10.0%) strongly agreed, 25 (25.0%) disagreed, 50 (50.0%) strongly disagreed and pointed out that the Performance Appraisal practices is not conducted accurately and fairly due to lack of training to supervisors and employees while 3 (3.0%) were uncertain. This implies that the performance appraisal records are not kept accurately and they are not fair due to lack of training to managers, supervisors and employees. Thus training should include how to set objectives, how to keep accurate records, and how to communicate all aspects of performance.

The findings reflect a study done on Perceived Fairness and Satisfaction with Employee Performance Appraisal in southern United States. The findings of the study indicated that respondents perceived the performance appraisal system to be fair as indicated by their agreement with 9 of the 10 scales used to measure the reactions to fairness. The conceptualized four-factor model was not found to

represent the underlying factor structure substantially better than alternative plausible three-factor models. The best fit three-factor model however, provided some support for the differentiation between procedural and interactional organisational justice factors, which is a distinction that has been debated in the organisational justice literature. (Walsh (2003)

4.3.2.4 Performance Feedback after Evaluation

The respondents were asked whether they were given feedback after the performance appraisal evaluation. Their responses were as shown in table 4.12.

Table 4.11: Performance Feedback After Evaluation

Ranking	Frequency	Percentage
Agree	13	13.0
Strongly agree	11	11.0
Disagree	26	26.0
Strongly disagree	46	46.0
Uncertain	4	4.0
Total	100	100

Source: Researcher's Analysis, (2012)

Table 4.11 reveals that 13 (13.0%) of the respondents agreed, 11 (11.0%) strongly agreed, 26 (26.0%) disagreed, and 49 (49.0%) strongly disagreed and pointed out that they don't receive any feedback after that poorly evaluation.

Although formal and ongoing feedback mechanism was reported as an important aspect for the development of performance appraisal practices at WAPO, at Tumaini and Upendo radio stations, the formal feedback mechanism was not well provided, 3 (3.0%) of respondents were uncertain. Therefore, this indicates that employees do

not get enough feedback after they are evaluated; it is also possible that the process is not well organized at the stations and it is not conducted in an open environment as it supposed to be.

Following this circumstances, the findings reflect Kularni (1981) who conducted a nationwide open survey of the bank employees on various personnel issues. Only about 14 percent of the employees stated that they were aware of the basis on which their supervisors evaluated their work in the annual confidential reports. Of the remaining, 55 percent had no idea at all on the criteria used and another 31 percent had some general ideas but not aware of any special criteria. About 68 percent of the employees felt that the appraisal should be interviewed about performance and given an opportunity to provide inputs for performance assessment.

Therefore, it is a waste of time for WAPO, Tumaini and Upendo to carry out performance appraisal for their employees if in the end they do not give any feedback to them. Literatures show that for feedback to have the most value, it needs to be given in close proximity to the event. Ongoing feedback can be informal and should occur as part of the daily work routine. Therefore, feedback should be given with a positive attitude as this can have an effect on the employees' future performance.

4.3.3 Performance Appraisal Management Leads to Effective Employee's Performance in Community Radios

Regarding this section, respondents were asked some questions as far as employee's views on the effect of performance appraisal practices. The responses were as

follows:

4.3.3.1 Improving Communication

The respondents were asked whether performance appraisal management improves employees' communication. Their responses were as shown in table 4.12.

Table 4.12: Performance Appraisal Management Improves Employees' Communication

Ranking	Frequency	Percentage
Agree	6	6.0%
Strongly agree	14	14.0%
Disagree	34	34.0%
Strongly disagree	45	45.0%
Uncertain	1	1.0%
Total	100	100

Source: Researcher's Analysis, (2012)

Table 4.12 shows that 6 (6.0%) of the respondents agreed, 14 (14.0%) strongly agreed, 34 (34.0%) disagreed 45 (45.0%) strongly disagreed that communication between the employees and their superiors were improved by the performance appraisal management while 1.0% were uncertain since most of them were the supporting staffs who always receive orders. They responded that they used one way communication rather than two ways communication.

The respondents during interviews revealed that performance appraisal at WAPO, Tumaini and Upendo did not improve communication in both directions. If the communication channel is not open or clear, then messages being sent and received can be perceived differently than what they were intended to be perceived. If the

communication between the superior and the subordinates was poor then the superior will not know how he or any of his instructions were being received. The management at WAPO, Tumaini and Upendo should appropriately develop performance appraisal to continue improving communication.

4.3.3.2 Increases Productivity

The respondents were asked on whether performance appraisal management increases employees' productivity. Their responses were as shown in table 4.14.

Table 4.13: Performance Appraisal Management Increases Employees' Productivity

Ranking	Frequency	Percentage
Agree	7	7.0
Strongly agree	11	11.0
Disagree	29	29.0
Strongly disagree	48	48.0
Uncertain	5	5.0
Total	100	100

Source: Researcher's Analysis, (2012)

Table 4.13 shows that 7(7.0%) of the respondents agreed, 11 (11.0%) strongly agreed, 29 (29.0%) disagreed, 48 (48.0%) strongly disagreed that performance appraisal practiced at their organisations increased productivity and performance of employees while 5 (5.0%) were uncertain.

The findings relate with DeNiSi (1996) who insisted that the management should not just count on cultivating strong interpersonal relationships with employees to help motivate them. The nature of these relationships can change greatly, for example,

during times of stress. Instead, use reliable and comprehensive systems in the workplace to help motivate employees. For example, establish compensation systems, employee performance systems, organizational policies and procedures, and so many others to support employee motivation. Also, establishing various systems and structures help ensure clear understanding and equitable treatment of employees and therefore to increase productivity. DeNisi (1996) and Wright (2004)'s views relate with this study on the ground of peoples' perception of performances appraisals and performance management systems. They argue that performance appraisals and performance management systems is a key determinant of the systems for long term success or failure.

However, since the employees are not happy with appraisals, they are unwilling to take active part in the process as they do not see any value in it. This creates low morale which affects productivity. Therefore, to make cognition more effective a better appraisal system is required. So far appraisers should be better trained. Brooks (1999) insisted on the improvement in communication in the organization in order to increase production performance and supervisory skills.

Moreover, most respondents' thorough interviews revealed that the workers may take the feedback personally. Everyone involved in the appraisal process must realize that the focus is on individual performance and productivity and the improvement of that productivity. It is not on individual personalities or issues that are between co-workers. Once this is fully understood, then the information and feedback received from appraisal can start to improve performance. The study is reliable as it recognizes the importance of effective communication work

interrelations in improving productivity. Also this is supported by Ngirwa (2005) in his work Human Resources for health. He said that a motivated and qualified workforce is crucial to increase the productivity and quality of public services in order to contribute to achieving organisation service targets.

4.3.3.3 Builds Work Interrelations

The respondents were asked whether performance appraisal builds work interrelations. Their responses were as shown in table 4.14.

Table 4.14: Performance Appraisal Builds Work Interrelations

Ranking	Frequency	Percentage
Agree	26	26.0
Strongly agree	49	49.0.0
Disagree	11	11.0
Strongly disagree	10	10.0
Uncertain	4	4.0
Total	100	100

Source: Researcher's Analysis, (2012)

Table 4.14 shows that 10 (10.0%) of the respondents agreed, 11 (11.0%) strongly agreed, 26 (26.0%) disagreed, 49 (49.0%) strongly disagreed and pointed out that performance appraisal management practiced at WAPO, Tumaini and Upendo Radio do not build work relationships. They highlighted that co-workers are open with each other and hold each other accountable for performance and productivity due to nature of their work but not as a result of performance appraisal management which was poorly practiced. 4(4.0%) were uncertain on the ground that working together some people do not show their true colour thus no clear interrelations.

This is in line with Klein *et al* (1987) who under the Open System Model argued that the Performance Appraisal depends on the interaction between employee performance and goal setting and between employees- superior relations and goal setting. Therefore, the Performance Appraisal is essentially a dynamic exchange between two persons; superior and employee, the quality of their relationship ought to affect how the employee reacts. Also the results were consistent with the study done by Mooney (2007) on performance appraisal in small public sector organization. We pointed out that there was a high level of understanding from staff of the need for performance appraisal.

4.3.3.4 Enhance Job Satisfaction

Respondents were required to state whether the performance appraisal management enhances job satisfaction. Their responses were as shown in table 4.14.

Table 4.15: Performance Appraisal Management Enhance job Satisfaction

Ranking	Frequency	Percentage
Agree	14	14.0%
Strongly agree	27	27.0%
Disagree	9	9.0%
Strongly disagree	46	46.0%
Uncertain	4	4.0%
Total	100	100

Source: Researcher's Analysis, (2012)

Table 4.15 shows that 14(14.0%) of the respondents agreed, 27(27.0%) strongly agreed 9(9.0%) disagreed, 46(46.0%) strongly disagreed that performance appraisal management at WAPO, Tumain and Upendo radio enhance employees job

satisfaction. They pointed out that performance appraisal becomes recognised for good work done and an expression of gratitude from the employer and thus encouraging the employee to work harder and 4(4.0%) were uncertain.

The performance appraisal feedback may increase employee competencies on changing needs at work and increase span of control on knowledgeable workers hence job satisfaction. The findings were in line with Walsh (2003) who argued that employees perceive performance appraisal system as fair which enhances their job satisfaction. In practical terms, the employees assumes that will be motivated to exert a high level of effort when she/ he believes that the effort will lead to organisation rewards such as bonus, a salary increase or promotion and that rewards will satisfy the employee's personal goals. The studies comprehend with the present study, as it insists on motivation to the higher level to enhance job satisfaction.

CHAPTER FIVE

5.0 CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents out the conclusion for this study derived from the findings. Policy implications have been drawn to cover specific issues which need to be addressed. The chapter also presents recommendations for future implementation on performance appraisal management with the support of the faith based organization's efforts in bringing conducive performance appraisal management environment for WAPO, Tumaini and Upendo to different areas in the country as well as elsewhere in the world. It ends by drawing attention to the areas for further research.

5.2 Conclusion

As WAPO, Tumaini and Upendo radios are facing more dynamic environment that demand more productivity with lesser resources, human resource is one of the most promising assets to be developed. With efforts to develop individuals, team, work units and organisation as a whole, performance appraisal as an instrument can provide meaningful feedback to individuals. With performance appraisal report, individuals are provided with evaluations of self and others' perceptions. This creates an awareness of perceptions' discrepancy and may induce behavioural change in parallel with these radio stations directions.

The performance appraisal system that WAPO, Tumaini and Upendo used was not effective. However, appraisal system implemented provides some benefits that are

useful to organisations. The main thing that performance appraisal system did was it improved communication for those that participated in the appraisal. This improvement in communication efforts then trickled down to benefit other areas such as perceived increase in productivity, performance and supervisory skills.

Nevertheless, according to the findings the current system does not involve employees or let them participate in preparing conducting, evaluation and it doesn't give feedback to employees hence they may not know how they are seen and perceived. The employees or managers could see how they are being perceived from below or upward and get a different perspective as to what their strengths and weaknesses are.

Based on the findings of the study, it can be concluded that to the large extent, workers are not comfortable with the way performance appraisal is being implemented at WAPO, Tumaini and Upendo radios. They are not aware, they lack training and participating in setting goals, evaluation and feedback to the employees. Some of the most critical problems that contribute to low morale, stress and high turnover in most organisations today stem from a lack of employee involvement in the decision making process.

5.3 Recommendations

5.3.1 Performance Appraisal Management

WAPO, Tumaini and Upendo should be prepared to support performance appraisal assessment process with time and money (for example, it should explain the purpose of the assessment and teach employees how to give and receive feedback).

Additional administrative help may be required to distribute forms and collect the data, or WAPO, Tumaini and Upendo may wish to invest in a computer program that minimizes administrative costs by allowing raters to complete and submit the instrument online. Most important, WAPO, Tumaini and Upendo should be prepared to respond to the heightened expectations that often accompany this type of organisational change initiative: employees will expect to see behaviour change, especially at the top of the organisation.

5.3.2 Training and Guidance

It is recommended that WAPO, Tumaini and Upendo should use performance appraisals effectively on individuals and departments. However, prior the launch of the performance appraisal system, training should be given to all managers on the purpose, system, delivery and outcomes of performance appraisal. Guidance should be developed for staff receiving appraisals.

5.3.3 Confidentiality and Accountability

Most descriptions of performance appraisal feedback systems emphasize that the feedback must be confidential in order to ensure that the participants (raters and ratees) will be open and honest in their assessments. The term (confidentiality) is used in several ways. It may refer to the arrangement under which raters provide their evaluations anonymously (for example, subordinates ratings are often averaged so that the supervisor cannot identify the evaluation of any one person).

It was therefore suggested that the primary responsibility of the human resource department is to design and co-ordinate the performance appraisal performance

training to other managers of all levels to understand and administer the programme. It should also involve different departmental managers, supervisors and even employees in its design, which reduces the intensity of the training efforts for the appraisers. The HR policy should be made public to everyone so as to avoid some of the workers' rights or benefits from being denied for ignorance of just some immediate supervisors.

5.4 Areas for Further Research

Still there is a need to conduct a research on the implementation of performance appraisal system on media organisations especially community medias, establish the differences and challenges. During the study, it was revealed that community owned media prefer also to recruit employees with low level of education. This was not discussed in this study since it was not part of it. It is therefore, suggested that further research should be done on that area.

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APPENDICES**Appendix I: Questionnaires for Ordinary Staffs in Upendo and Tumaini Radio Stations****Part A: Personal Information**

Please circle the correct answer

1. Age (in Years)
 - a) Between 20 - 25
 - b) Between 26 and 35
 - c) Between 36 and 45
 - d) Above 55
2. Sex
 - a) Male
 - b) Female
3. Level of education
 - a) Primary education
 - b) Secondary education
 - c) College
 - d) University
4. How long have you been working in Radio Upendo/ WAPO/ Tumaini?
 - a) 0 -5 Years
 - b) 6-10 Years
 - c) 11-15 Years
 - d) More than 15 years

5. Your position

- a) Supporting Staffs
- b) Journalist
- c) News/ Program Editor
- d) Technician
- e) Manager
- f) Director

Part B: To what extent does awareness on appraisal system lead to effective employee's performance appraisal in community radios?

6. Efficient and Self sustainable College

- Agree ()
- Strongly ()
- Disagree ()
- Strongly disagree ()
- Uncertain ()

7. Sufficient notice to prepare for Performance Appraisal meeting

- Agree ()
- Strongly ()
- Disagree ()
- Strongly disagree ()
- Uncertain ()

8. Employees involvement in conducting Performance Appraisal

- Agree ()

Strongly ()

Disagree ()

Strongly disagree ()

Uncertain ()

9. *Table 4.7 Participating in setting objectives and criteria for performance appraisal*

Agree ()

Strongly ()

Disagree ()

Strongly disagree ()

Uncertain ()

10. Involvement in discussion of Performance Appraisal results

Agree ()

Strongly ()

Disagree ()

Strongly disagree ()

Uncertain ()

Part C: To what extent does knowledge on the appraisal system lead to effective employees' performance appraisal in community radios?

11. *Employees understanding of Performance Appraisal Practices*

Agree ()

Strongly ()

Disagree ()

Strongly disagree ()

Uncertain ()

12. Employees' training regarding performance appraisal systems

Agree ()

Strongly ()

Disagree ()

Strongly disagree ()

Uncertain ()

13. Accurate and Fair performance Appraisal.

Agree ()

Strongly ()

Disagree ()

Strongly disagree ()

Uncertain ()

14. Performance feedback after evaluation

Agree ()

Strongly ()

Disagree ()

Strongly disagree ()

Uncertain ()

Part D: To what extent does performance appraisal management lead to effective employees' performance appraisal in community radios?

15. Improving communication.

Agree ()

Strongly ()

Disagree ()

Strongly disagree ()

Uncertain ()

16. Increases productivity

Agree ()

Strongly ()

Disagree ()

Strongly disagree ()

Uncertain ()

17. Builds work interrelations

Agree ()

Strongly ()

Disagree ()

Strongly disagree ()

Uncertain ()

18. Enhance job satisfaction

Agree ()

Strongly ()

Disagree ()

Strongly disagree ()

Uncertain ()

Thank you for your highly cooperation

**Appendix II: Questionnaire for Managerial Positions for Upendo, WAPO and
Tumaini Radio Stations**

PART A: PERSONAL PARTICULARS

1. Age (in Years)

Between 20– 25()

Between 26 and 35()

Between 36 and 45()

Above 55()

2. Gender

Male ()

Female ()

3. Status/Position.....

4. Level of education

e) Primary education()

f) Secondary education()

g) College()

h) University()

5 For how long have you been working in this institution/department?

(Years).....

6 What kind of performance appraisal approaches do you use at your organisation?

- a) Behaviorally anchored Rating Scales (BARS)
- b) Trait Scales
- c) Management by objectives (MBO)
- d) Essay method
- e) Ranking
- f) Paired Comparisons
- g) 360 – degree Appraisal Method
- h) OPRAS
- i) Closed
- j) One Minutes Goal

7. What is your view on the performance appraisal management at your radio station?

8. Do you practice performance appraisal?

Practice () Not practicing () partial practicing ()

9 Were you involved in preparing the performance appraisal standards?

Involved () not involved ()

10. As a line manager, did you get any training on how to supervise performance appraisal system?

Trained () not trained ()

11 Are you aware of the appraisal system used at your organisation?

Agreed (), Disagreed

12. Do you have enough knowledge to conduct the performance appraisal evaluation?

to employees Agreed (), Disagreed (), Neutral ()

13. Do you think that performance appraisal management implemented at your Organisation is effective and efficiency?

Agreed (), Disagreed (), Neutral ()

14. Please explain how do performance appraisal add value at the end of the year or assist in planning for the coming year?

.....

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15. Do the employee accept performance appraisal systems in your organisation?

Accepted () not accepted ()

16. Please add any other comments you may have

.....

Your cooperation is highly appreciated