

**PERFORMANCE APPRAISAL AND EMPLOYEES PERFORMANCE IN LOCAL
GOVERNMENTS IN EASTERN UGANDA: A CASE OF KAPCHORWA DISTRICT
LOCAL GOVERNMENT**

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DECLARATION


I **Ogwal Jolly Joe**, hereby declare that the work presented in this dissertation is my own and has never been submitted to any academic institution for an award and where the work of others has been referred to, it has been duly acknowledged.

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APPROVAL

This is to certify that this study has been carried out under my supervision and has been submitted for examination with my approval.

Signed: 

Date: 20th September 2025

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University Supervisor

DEDICATION

To all my family members for the tremendous support all round my educational journeys and to all friends and colleagues for the motivation and inspiration to make life a better place for all

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LIST OF ABBREVIATIONS

CAO	:	Chief Administrative Officer
IDA	:	International Development Assistance
KDLG:		Kapchorwa District Local Government
MOFPED:		Ministry of Finance, Planning and Economic Development
MOPS	:	Ministry of Public Service
NGOs	:	Non-Governmental Organizations
NPM	:	New Public Management
NRM	:	National Resistance Movement
PA	:	Performance Appraisal
PSPRS:		Public Service Pay Reform Strategy
PSSRC		Public Service Salaries Review Commission
ROM	:	Result Oriented Management
SMART:		Specific, Measurable, Agreeable, Realistic and Time bound

ABSTRACT

This study was carried out to assess the effect of performance appraisal on employees' performance in organizations using a case study of Kapchorwa District Local Government. The objectives that guided the study were: to establish the effect of performance standards; to determine the effect of the performance measurement and to establish the effect of results dissemination on Employees' Performance in KDLG. The study adopted a cross sectional design, which involved the collection of real time data from Kapchorwa District Local Government staff, using both qualitative and quantitative approaches. The study covered a population of 120 respondents comprising of Employees, Staff at senior management, and Heads of department and Staff at Middle management and a sample size of 92 respondents of which 71 participated in the study. Purposive sampling technique and Simple random sampling technique was used to select employees in various departments. Findings revealed that there is a moderately strong and statistically significant positive correlation ($r=0.968$) between Performance standards and Employees Performance, that there is also a moderate and statistically significant positive correlation ($r= 0.975$) between Performance measurement and Employees' Performance and a moderate and statistically significant positive correlation ($r= 0.916$) between Result dissemination and employee performance. The study recommended that for Kapchorwa District Local Government in order to achieve high levels of Employees' Performance, performance standards should be clear, stated well to meet expectations and deliverables of each employee. The performance standards should be specific to employee roles and responsibilities as stated from their job descriptions as the staff demanding away from having generic tasks to role specific tasks.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The chapter begins with the background to the study, the problem statement, the purpose of the study, research objectives, and questions. It also covers the conceptual framework, significance of the study, justification, scope of the study, conceptual frame work and operational definition of terms and concepts. In the proceeding chapters, relevant literature is reviewed and a methodological plan is presented.

1.2 Background to the Study

The greatest asset in nearly all organizations is their human resource. These surpass in value and in importance than physical assets i.e. building, land, equipment and vehicles. (Anstey et al., 1976) To enable organizations achieve competitive advantage over competitors globally, employees play a very critical role, (Oaya et al., 2017). Employees' performance determines company's success, conducting employee performance appraisal ought to be done appropriately and regularly in order to improve quality of work, reduce employee dissatisfaction and decline in work performance, (Shrestha, S. et al, 2006).

Performance appraisal constitutes an essential part of the Human Resource Management (HRM)process and is crucial in determining the important dimensions of both employee and organizational effectiveness for success (Decenzo & Robbins, 2023). The primary objectives of an appraisal are to assess past performance, identify training needs, set and agree on future objectives and standards, as well as to facilitate the achievement of these goals.

Many businesses evaluate the performance of their staff members on an annual or quarterly basis in order to identify specific areas that require development and to promote continued success in areas where performance is on par with or better than expected. Employee performance refers to how effectively workers carry out their obligations and responsibilities inside a company within the organization (Sriadmitum, 2023). It includes a range of elements, including output, caliber of work, effectiveness, dependability, teamwork and commitment to the mission and core values of

the organization. Hence, this study aims to investigate the effect of performance appraisal, as a tool for enhancing employee performance in local governments, case of Kapchorwa district local government.

1.2.1 Historical Background

Performance appraisal has become widely adopted across the globe, with both public and private sector organizations utilizing formal systems to evaluate and measure employee performance. Surveys indicate that between 74% and 89% of companies worldwide now have some form of performance appraisal system (Murphy & Cleveland, 2019). This is true not only in the public sector but also in the private sector, where the practice has become increasingly prevalent, as seen in countries like the UK, where the proportion of organizations linking pay to appraisal outcomes rose from 15% in 2004 to 24% in 2011 (Van Wanrooy et al., 2023). These appraisals are typically used to assess various factors such as time management, work quality, productivity, and cost efficiency, which are integral to determining an employee's overall contribution to the organization (Invankevich, 2019). This system not only helps assess past performance but also sets the stage for future development by identifying areas for improvement and providing feedback.

In developed countries, performance appraisals are a cornerstone of human resource management strategies and are widely used to drive both individual and organizational performance. For instance, in the United States, companies like Google and Microsoft have pioneered innovative performance management systems that focus on continuous feedback and employee development rather than annual reviews. These systems aim to provide real-time insights, allowing managers and employees to track performance and adjust throughout the year (Cleveland, Murphy, & Williams, 2020). In Germany, the practice is typically more structured, with a strong emphasis on achieving alignment between individual goals and company objectives. The expanding research on employee performance, however, has traditionally paid little attention to its relationship with performance appraisal systems. Even evidence on low performance of employees is profoundly limited because strangely, it has not been included in many of the studies regarding employee performance.

In Africa, performance appraisals are increasingly seen as a crucial tool for driving employee performance and organizational success. However, the implementation and effectiveness of these

systems vary widely across the continent. In countries like South Africa, performance appraisals are often part of a more formalized human resource management process in both the private and public sectors. Many organizations in South Africa now tie performance appraisals to financial incentives and training opportunities, reflecting a growing recognition of the role of human capital in achieving organizational goals. However, challenges such as cultural differences, limited resources, and inconsistent practices often hinder the effective implementation of these systems in other African countries (Kondrasuk, 2022). In East Africa, including Uganda, performance appraisal systems are evolving, with many organizations, particularly public sectors, focusing more on employee development and aligning individual goals with national development priorities. Nonetheless, challenges remain in terms of subjectivity in evaluations and the need for training in conducting fair and effective appraisals.

There are many challenges which hinder the delivery of public service reforms in Africa (Lienert, 2003). The factors include those relating to human resources like manpower deficiencies and lack of psychological dispositions and shortage of financial and material resources necessary for effective delivery of services. The problems of accountability as well as ethical issues also continue to affect effective delivery of public service. In an effort to mitigate some of these challenges, the Government of Uganda has in the past launched several reform programs to improve service delivery whose aim was to enhance public service efficiency and productivity.

When President Yoweri Kaguta Museveni Government came in 1986, it found an economy that was ineffective. Corruption and abuse of office as a way of survival was widespread. It was found that the Uganda civil service had not only been bloated but also suffered from inefficiency and poor performance. It identified inadequate pay and benefits, poor management skills, dysfunctional organization and inadequate personnel management and training as major issues. The government recognized the fact that if the economy were to recover, it was necessary to have an efficient and effective administration to guide and direct it. The 225 recommendations made by Public Service Review Programme (PSRP) was accepted by the government in 1991 and formed the basis of the PSRP. Its mission was to develop a public service which delivers timely, high quality and appropriate services. In regards to Uganda civil service; one of the PSRRC's recommendations, during the financial year 1997/8, was a 'new' performance appraisal system to

be introduced. A total of 129 top civil servants were trained in the basics of this results-oriented performance appraisal system.

In addition, a four-day ROM seminar for permanent secretaries was held in 1998. Thereafter MOPS collaborated with other ministries and drafted the new appraisal form. It was piloted in five ministries, three department and five local governments. The PAII instrument was officially launched on 23rd March 2001, and issued in 2002. It is important to note that in August 2007, the latest performance appraisal, PAIII, was issued (under establishment notice No. 4 of 200735). In order to coordinate the appraisal exercise properly and smoothly, a central ROM support unit was established, and ROM units were formed in most ministries and districts. With the support of the World Bank and the International Development Association (IDA), consultants were hired to support civil servants in implementing PAII. A key advantage of this 'new' system was that it allowed individuals to do a self-appraisal of performance. When self-appraisal is done, civil servants come to appreciate their own abilities, potential, strengths and weaknesses.

Most of the officials responsible for personnel issues who were interviewed for this study observed that self-directed discovery and examination enables employees to gain self-confidence and receive feedback. What is more, the individuals are more apt to understand why certain decisions are taken 'for or against' them. Officials from the administrative reform unit seemed to concur that by establishing their own goals, employees are encouraged to think about resources in relation to the results they are expected to produce. When the superior and subordinate collaborate on setting work targets, work relationships improve. The implication here then is that PAII's results were reliable and vivid because, under the ROM dispensation, it is the performance being appraised, and not habits. PAI had been unable to measure the degree to which individual officers achieved departmental targets, so even though appraisals were carried out, it was highly likely that public service targets were not met. Traditional appraisals, not merely those in Uganda, were closed and feedback was limited, a situation that negatively affected motivation (Long 1986). More recent approaches focus on results rather than personal traits, and emphasize participation in the appraisal process. However, due to the existing values in the public services that tends towards high power distance, this kind of appraisal, when it was first introduced in Uganda's civil service, could not work.

The main focus of the reform programme was the creation of a competent, accountable and affordable civil service. It brought changes in relation to responsibility for recruitment, remuneration, organization of work and range of responsibility (Karyeija, 2010). It is envisaged that personnel management including promotion criteria and basis for salary as an effective operation of performance appraisal was followed by all other organizations, including Kapchorwa District Local government. The question is, is performance appraisal effectively implemented in Kapchorwa District Local Government?

1.2.2 Theoretical Background

This study is anchored upon the Expectancy Theory propounded by Vroom (1964). The choice of this theory was informed by the fact that the issues in employees' performance management are better explained under the framework of this theory. This theory is also known as Valence-Instrumentality /expectancy (VIE). The assumption of this theory is that if one thing happens, it will lead to another and that the expectancy in the proposition is the probability that an action or effort will lead to an outcome. Where a person chooses between alternatives which involve uncertain outcomes he is not only moved by what he expects, but also by the degree to which he believes these outcomes to be possible. Expectance is a momentary belief concerning the likelihood that a particular act will be followed by a particular result (Cook & Crossman, 2004).

Thus, for this theory, motivation to work is strongly determined by an employee's view/understanding that a certain type of behaviour will lead to certain type of result and his personal preference for that type of result. In Vroom's theory, motivational force = Valence Expectancy. Expectancy is the view/understanding that a certain result will come as an outcome of a particular behaviour while Valence is concerned with how much value a person put in a specific result. Ile (1999) opines that expectancy and valence must be present before an optimal point or level of motivation can occur. This theory as to do with choice of behaviour of both employees and the management that can be a guide to the desired result. Therefore, Vroom's Expectancy Theory is highly relevant to employee performance because it explains that an employee's motivation to perform is a result of three key perceptions: expectancy (effort leads to performance), instrumentality (performance leads to a reward), and valence (the value of the

reward). By understanding and influencing these factors, managers can foster environments that drive higher motivation, leading to increased and improved employee performance.

Vroom's Expectancy Theory of motivation is weak because it assumes individuals are perfectly rational and have complete information, which is unrealistic; it is difficult to measure and apply its core components (expectancy, instrumentality, and valence) accurately; and it oversimplifies motivation by primarily focusing on extrinsic rewards and neglecting social factors, intrinsic motivation, and the role of emotions or cultural context (Wade & Ricardo, 2005). However, Vroom's expectancy theory has been noted to be useful in explaining employees' satisfaction and effectiveness vis-à-vis the nature of the employees' interaction with the management. The employees expect to be treated as humans and not partial treatment by the management and management in return expects undivided loyalty and effective performance from the employees so that in the end, common objective of attaining the organizational goal may be achieved. It is true there are contradictions between the theoretical assertions of Vroom's expectancy theory but the absence of a literature that seek to document and later alone explain this contradiction impoverishes our understanding of the problem of employee performance.

1.2.3 Conceptual Background

Performance appraisal can be viewed as the process of assessing and recording staff performance for the purpose of making judgments about employees that lead to decisions. It is undertaken to discover how productive an employee is and whether they can continue to perform in the future to help achieve organizational goals. Performance appraisal constitutes an essential part of the Human Resource Management (HRM) process and is crucial in determining the important dimensions of both employee and organizational effectiveness for success (Decenzo & Robbins, 2023). It is a systematic process within organizations that involves evaluating and assessing an employee's job performance, accomplishments, and competencies against predetermined goals and criteria (Alsuwaidi, et al (2021). It provides feedback to employees on their strengths and areas for improvement, facilitates communication between managers and employees, and supports decision-making related to rewards, promotions, and training needs. The goal of performance appraisal is to enhance employee performance, align individual goals with organizational

objectives, and promote continuous development and growth within the organization (Suša Vugec, et al (2020).

Employee performance concerns obtaining better results from organizational teams and individuals by understanding and managing performance within an agreed framework of planned goals, standards, and competency requirements. It is a crucial aspect of human resource management (HRM) processes, directly influencing an organization's ability to achieve its strategic goals (Armstrong and Taylor, 2022). Mutsuddi (2020) emphasizes that performance management involves creating a work environment where employees can perform to the best of their abilities. A well-designed performance management system enhances both individual and team productivity by ensuring employees are aligned with the organization's broader objectives and are working as effectively and efficiently as possible. New initiatives and legislations continue to be issued as a sign of governments' insistence on following the new focus on performance orientation (Aubrey, Daniels, James & Daniels, 2000).

In this attempt, performance has been seen as function group diversity and measured in multiple dimensions such as service quality, efficiency and effectiveness. Richard et al., (2009) argue that employee performance also encompasses financial performance (stakeholders' return and accountability), customer service, social responsibility (for example, corporate citizenship, community outreach and service), and employee stewardship. While significant work has been done by these and many other previous researchers, not so much literature on aspects of three dimensions of diversity in the context of public organizations in the developing economies like Uganda can be traced.

1.2.4 Contextual background

In Uganda, performance appraisals were institutionalized as part of public service reforms aimed at improving efficiency and accountability (Ntirandekura, et al., (2022)). The Uganda Public Service Standing Orders mandate regular performance evaluations to ensure that public servants are aligned with national development goals (Government of Uganda, 2020). These appraisals are designed to assess employees' job performance, identify training needs, and reward high-performing individuals (Moses & Ntirandekura, 2022). Despite these intentions, public sector

productivity in Uganda has remained a concern. According to the Uganda Bureau of Statistics (UBOS), productivity in the public sector grew by only 1.2% annually between 2018 and 2022, significantly lower than the average growth rate of 3.5% in the private sector (UBOS, 2023).

Kapchorwa District Local Government exemplifies these challenges. As one administrative unit in Uganda's Eastern region, Kapchorwa District Local Government is responsible for delivering essential services such as healthcare, education, and infrastructure development (F. Christopher, Moses, Enosh Muhindo, et al., 2022). However, the district has faced numerous obstacles, including staff shortages, limited financial resources, and low employee motivation, which hinder effective service delivery. A report by (F. Christopher, Willies, Crispus, et al., 2022) revealed that only 64% of Kapchorwa district local government 's civil servants received regular performance appraisals, and but fewer were provided with actionable feedback. This lack of comprehensive performance evaluation undermines efforts to enhance productivity and service delivery (F. Christopher, Komunda, & Milton, 2022). Worker productivity in the public sector is influenced by various factors, including organizational culture, resource availability, and employee motivation.

Performance appraisals, when effectively conducted, can address these factors by setting clear performance standards, recognizing achievements, and fostering a culture of continuous improvement (Brian et al., 2024). For example, a study by (Kazaara et al., 2024) found that Ugandan public sector employees who received constructive feedback during performance appraisals were 27% who likely to achieve their performance targets compared to those who did not. However, the same study highlighted that inconsistent appraisal practices and lack of follow-up actions often rendered the process ineffective (Margaret & Kazaara, 2024).

In KDLG, the effectiveness of performance appraisals is further complicated by systemic challenges. The district faces a high employee turnover rate, with over 30% of its workforce leaving annually due to dissatisfaction with working conditions and limited career growth opportunities (F. Christopher, Komunda, & Milton, 2022). This turnover disrupts continuity in service delivery and undermines institutional memory. Moreover, the district's appraisal system is often criticized for being subjective and prone to bias (Ivan et al., 2023). Employees have reported

instances where appraisals were influenced by favoritism or personal relationships, rather than objective performance metrics (Lydia et al., 2023).

Despite Kapchorwa District Local Government having stipulated guidelines for managers and staff in place, performance appraisal is not done appropriately as managers normally do the appraisal of staff when they are long overdue or when a staff needs to apply for a promotion, managers normally do not give enough time to the appraisal process which brings biasness in the results and complains of the busy work schedules. Some managers are not objective when appraising their subordinates and end up being subjective. This denies the subordinates a chance to improve where they are weak; Kapchorwa District State of Affairs Address (2021/2022 FY). This study therefore seeks to establish the challenges faced by LDLG staff during the appraisal period and address them so as to improve on its performance particularly Kapchorwa district local government.

1.3. Statement of the Problem

Generally, employee performance must be aligned with the strategy and understood and appreciated by all employees in order for set standards, measurement, and dissemination of feedback to be successful (Kazaara & Kazaara, 2023). This led to the birth of the Local Government Act 1997, which gave birth to the Local Government council, which is the highest political authority in its jurisdiction.

Performance appraisals are essential tools for evaluating employee contributions and fostering productivity in organizations (Ntirandekura, Friday, & Muhammad, 2022). However, in Uganda's public sector, including Local Governments such as Kapchorwa District Local Government, performance appraisals are often inconsistently implemented, lacking transparency and objectivity (Paul & Kazaara, 2023). According to the Ministry of Public Service (2023), only 57% of public sector employees in Uganda receive regular performance evaluations, and many appraisals are conducted as mere formalities without actionable feedback or links to staff development (Julius, 2024). This shortfall is evident in Kapchorwa District Local Government, where delays in appraisals, inadequate follow-up on identified gaps, and subjective evaluation methods have significantly affected workers' morale and productivity (Paul & Kazaara, 2023). Recent reports by the Uganda Local Government Association (ULGA, 2024) reveal that public sector productivity

remains low, with an estimated 35% of Local Government employees underperforming due to a lack of clear performance expectations and recognition for achievements (Brian et al., 2024)

Furthermore, inconsistent appraisal practices have led to grievances among employees, resulting in absenteeism, reduced motivation, and high staff turnover in critical departments like health, education, and administration (T. Christopher et al., 2024). The 2023 Auditor General's report also highlighted inefficiencies in appraisal documentation and weak links between performance reviews and promotional opportunities or rewards in local governments (Faridah et al., 2023).

Despite Kapchorwa District Local Government having stipulated guidelines for managers and staff in place, weak performance appraisal system negatively impacts employees by decreasing job satisfaction and organizational commitment, increasing the likelihood of turnover, and fostering demotivation and mistrust. This occurs due to factors like rater bias and unfair evaluations, unclear expectations, lack of consistent feedback, and punitive approaches, which all undermine the process's potential as a tool for development and motivation. Some managers are not objective when appraising their subordinates and end up being subjective. This denies the subordinates a chance to improve where they are weak; Kapchorwa District State of Affairs Address (2021/2022 FY).

This study seeks to analyze the effectiveness of performance appraisal systems in Kapchorwa District Local Government and their effect on worker performance, with the aim of identifying practical recommendations to enhance employee performance and service delivery (F. Christopher, Komunda, & Milton, 2022)

1.4. Purpose of the study

The purpose of this study was to investigate the effect of performance appraisal on employees' performance in organizations using Kapchorwa District Local Government as a case study.

1.5. Specific Objectives

The study aimed at achieving the following study objectives:

- i) To establish the effect of performance standards on employee performance in Kapchorwa District local Government.

- ii) To establish the effect of performance measurements on employee performance in Kapchorwa District local Government.
- iii) To establish the effect of result dissemination on employee performance in Kapchorwa District local Government.

1.6 Research Questions

The following research questions guided this study: -

- i) What is the effect of performance standards on employee performance in Kapchorwa District local Government?
- ii) What is the effect of performance measurements on employee performance in Kapchorwa District local Government?
- iii) What is the effect of results dissemination on employee performance in Kapchorwa District local Government?

1.7 Research Hypothesis

The following statements were proved right or wrong namely;

- i) Performance standards significantly affect employee performance
- ii) Performance measurements affect employee performance
- iii) Result dissemination significantly affects employee performance

1.8 Scope of the Study

The study was sub divided into three dimensions; these are

1.8.1 Content gaps

The study was limited to the effect of performance standards, performance measurements and results dissemination on employee performance in the Kapchorwa District Local Government in Eastern Uganda.

1.8.2 Time Scope

The study was limited to a period of 5 years from 2021-2025. This period was considered because it is within this period that Kapchorwa District Local Government employee performance was at its lowest.

1.8.3 Geographical Scope

The Study was conducted in Kapchorwa District Local Government. The District is located at the slopes of Mt. Elgon in Eastern part of Uganda. The district is bordered by Kween District to the northeast and east, Sironko District to the south, and Bulambuli District to the west and northeast. The district headquarters at Kapchorwa, which means "home of friends", are located approximately 65 kilometres (40 mi), by road, northeast of Mbale, the nearest large city. The district is approximately 295 kilometres (183 mi) northeast of Kampala, the capital and largest city of Uganda. The coordinates of the district are 01 24N, 34 27E.

1.9 Significance of the Study.

The study may foster creation of new knowledge and awareness in the area of performance appraisal in an industry and sectors, both in the private and public domain.

The study may help to expose Kapchorwa District Local Government approaches / systems of performance appraisals that have failed to embrace employee performance.

The study may act as a cornerstone to the amendment of systems of performance appraisals in Kapchorwa District Local Government.

Policy makers in the employee service sector may use the findings to draw up policies in line with the different constructs under consideration in this study and the findings to enhance their service quality.

The Study in addition may help to inform Kapchorwa District local government on how employee feel about the nature of performance appraisals imposed on them.

It may contribute to the wealth of knowledge on employee performance in a Ugandan setting. The study may further still act as a requirement in partial fulfillment of the Master’s Degree of Business Administration of Uganda Christian University, Mbale Campus.

Finally, scholars interested in carrying out further research in this area may use the results as a foundation

1.10 Justification of the Study

Kapchorwa District Local Government was chosen for its representation as the district where there is deployment of new systems to appraise / evaluate and assess the existing staff in order to improve employee performance. The district having passed a measure of professionalizing the work standards, it resulted into phasing out of the old employee appraisal system and henceforth, deployment of new system to appraise the existing staff commenced. These reforms led to the creation of new roles and positions to extend services nearer to the people. The District Council also established the District Client Charter to provide the basis for client satisfaction. Despite all these efforts, service delivery in the district is far from reality, with a demonstration of delayed work, a lot of bureaucratic tendencies in the service and delays in assignments delivery as reported from the KDLG (2022) annual report. This led to the question for consideration in this study; “is performance appraisal effectively implemented in Kapchorwa District Local Government?” This question justifies this investigation.

1.11 Conceptual Framework

The conceptual framework illustrates the relationship between the independent variable and the dependent variable.

Independent Variable (IV)

Performance Appraisal

- Performance standards
- Performance measurements
- Employee feedbacks

Dependent Variable (DV)

Employee Performance

- Effectiveness
- Efficiency
- Team work
- Quality of service
- Meeting targets



Source: Adopted from (Aubrey, Daniels, James & Daniels, 2000)) modified by the researcher (2025)

Sekaran (2003) defined the conceptual or theoretical framework as a conceptual model of how one theorizes or makes logical sense of the relationships among the several factors that have been identified as important to the problem. In the conceptual frame work above, it denotes the way performance appraisal affect employees' performance in organizations of Kapchorwa District Local Government. The dependent variable is the Employees Performance which is measured in terms of, efficiency, effectiveness team work quality of service and meeting targets. The variance was explained by three dimensions of the independent variable, Performance standards, Performance measurement and Result dissemination which are all related to the dependent variable. This conceptual framework echoes expectancy theory which determines employee performance by linking motivation to a three-part belief system: expectancy (effort leads to performance), instrumentality (performance leads to rewards), and valence (the value of the rewards). When employees believe these links are strong, they are motivated to perform well. In contrast, the Balanced Scorecard is a strategic performance management tool that uses four perspectives (Financial, Customer, Internal Processes, Learning & Growth) to assess organizational performance and set strategic goals, thereby influencing employee performance by providing clear objectives and fostering improvement across different functional areas.

1.12 Operational Definitions

Performance is a measure of the results achieved. Performance efficiency is the ratio between effort expended and results achieved. The difference between current performance and the theoretical performance limit is the performance improvement zone.

Performance appraisal is the process by which a manager evaluates an employee's work performance by measurement and comparison with previously established standards.

Performance rating is the step in the work measurement in which the analyst observes the worker's performance and records a value representing that performance relative to the analyst's concept of standard performance.

Feedback-formal (such as weekly tally sheets of sales) and informal (such as brief discussions between a manager and an employee) ways for a manager to stay in touch with staff members.

1.13 Chapter summary

In Conclusion, the above chapter covered a research area. It discussed the background of the study, which presented the historical development of the employees' performance in organizations globally and nationally, the theoretical directions for the study and the employee performance, the conceptual background highlighted the understanding of the study concepts of independent and dependent variables. Also highlighted is the context under which performance appraisal was expected to promote employee performance. The next proceeding chapter was on extensive reading of the available literature, to equip the researcher with more knowledge of the problem area, and also help in focusing on the study

CHAPTER TWO LITERATURE REVIEW

2.1 Introduction

This chapter presents the existing and related literature on the study variables of performance appraisal variables and their effect on employee performance as put forward by various researchers and scholars. Actual literature review is carried out on each of the operational variables so as to establish the possible effect and gaps in previous studies examined. The literature is arranged according to the objectives of the study.

2.2 Theoretical Review

Balance Score Card Theory

This study was underpinned by Balance Score Card Theory by Robert S. Kaplan (1996). The theory is based on three general management concepts: measurement and goal setting; communication, motivation and human relations; business strategy. It indicates how a company's vision and strategy translate into a coherent set of performance measures. It explains the four perspectives of the scorecard which are: financial measures, customer knowledge, internal business processes, learning and growth which offer a balance between short-term and long-term objectives, as drivers of desired performance. It provides a framework and language that enable you to describe your strategy in a consistent, reliable manner.

The ultimate goal behind balanced scorecard theory is to measure the factors that create value for an organization and directly influence its ability to prosper. In order for an organization to achieve this, it should be able to know where the organization is going, what their strategy is and what needs to be done to achieve the strategy. This theory was of use to this study as it enables Kapchorwa District Local Government district to work within a balanced framework there by enabling them to execute strategic management processes efficiently. This theory is key for an organization to drive both intrinsic and extrinsic factors to enhance motivation amongst employees to remain in an organization and perform at the highest level of efficiency and also explain how organizations create value by defining clear strategies. This theory assisted the study to clearly

analyze the independent variables (Performance standards, Performance measurement and Result dissemination) thus a basis of the conceptual frame.

Expectancy Theory

The study was also underpinned by the Expectancy theory. Expectancy theory was developed by Victor H. Vroom in 1964 through his study of the motivations. According to Torrington et al (2011), advocates of expectancy theory holds that the behavior of individual employee is dependent on the expected reward. Thus, employees will work harder when they believe that their effort will be rewarded with something they value. Vroom's expectancy theory believes that there is positive correlation between the effort employed, and performance supported by presence of the rightful resources, right skills as well as the necessary support to get the job done. Performance appraisal is rooted in the expectancy theory which submits that without an effective appraisal system, it is quite challenging to rate performance (either as good or poor), ensure equitable allocation of rewards, share desired work expectations and promote expected performance outcomes (Adams, 1963; Porter and Lawler, 1968). The theory was deeply rooted in the employee performance

2.3 Performance appraisal and Employees Performance

Performance appraisal is a systematic evaluation of personnel's performance by supervisors or others in an organizational setting (Orhero, Okolie & Istivani, 2022). A worker's skills, accomplishments, and growth are assessed through yearly reviews, performance reviews or evaluations, or employee appraisals (or lack thereof). However, what missing in Orhero, Okolie & Istivan findings is that companies rarely use performance reviews to provide employees with comprehensive feedback on their work as well as to support decisions regarding salary increases, bonuses, and termination). Although they can be carried out at any time as their data state, most people choose to perform them once, twice, or three times a year and this also limits the effective application of Balance Score Card Theory.

Human resources departments frequently create performance evaluations to help employees advance in their careers as expectancy theory postulates; they give people individual feedback on their work performance. It makes sure that employees are managing and achieving the objectives

that have been set for them and offers support for how to reach those objectives if necessary (Kuswati, 2020). It is true, they enable businesses to assess which employees have contributed most to their success, enabling them to appropriately reward their top performers as Kuswat alleges, but employees and their managers not often use performance reviews to identify opportunities for improvement and career advancement, as well as to create a plan for employee growth that may include additional training and increased responsibilities.

Performance criteria provide specific standards, measurements, results dissemination and benchmarks used to evaluate employee performance within an organization (Muleya et al, 2024). These criteria typically encompass various dimensions such as job knowledge, quality of work, productivity, communication skills, teamwork, and adherence to company policies. This opinion was supported by Obeidat et al., (2014) where they found that performance appraisal plays a role that is valuable in employee training and development and can be used to identify and initiate the process of providing relevant training and development. Much as Muleya et al, and Obeidat et al., findings reveal significant contribution of performance appraisal to employee performance, they are a disappointing bunch. The amount of their contribution to the subject matter of performance appraisal and employees performance is dispiritingly small.

According to Fletcher & Bailey, (2003) managers are perfectly capable of forming judgments of employee performance that are accurate. Negative information is less likely to be conveyed than positive information. A consequence of this is the tendency to rate employees as average or above, due to the interpersonal awkwardness of telling employee their performance is below average (Rector & Byron, 2010). However, there is no evidence in Fletcher & Bailey (2003) and Rector & Byron (2010) findings to suggest that in performance appraisal policy, managers are using ratings to achieve goals that are contrary to the goal of providing accurate employee performance ratings.

Moreover, inflation may also be used to improve an employees' performance by increasing self-efficacy (Mackey and Johnson, 2000). Managers might also consistently inflate ratings to protect their employees' reputation as good managers, if employees are seen to be performing poorly and this may reflect badly on the manager (Rudman, 2003). Employees who receive a good score on his/her appraisal are generally motivated to perform well and maintain his/her performance. Positive feedback on appraisals gives employee a feeling of worth and value, especially when

accompanied by salary increases. While Mackey and Johnson (2000) and Rudman (2003) observation and finding are very good and educative, these researchers do not actually bring out a clear picture of how far performance appraisal affects employee performance and what happens when a supervisor gives an employee a poor score on his/her appraisal.

Napier & Latham, (2012) echoes expectancy theory where they argued that the major benefits of performance appraisal to individual employees are; increasing understanding of strategic aims and own role in organization success: Performance appraisal will benefit an individual employee in the sense that the employee will see how his contribution will help the organization to achieve the strategic objective of the organization. This will enable the employee to have a clear view of what his roles entail and the strategic position he occupies in fulfilling those roles in the organization. Unfortunately Napier & Latham, (2012) collected data from 250 participants using unstructured questionnaires which sometimes yields responses which are difficult to analyze quantitatively and this casts doubt on the validity of his findings.

On the historical account of the performance appraisal in the Ugandan civil service (PAI), at the national level, performance management in Uganda is conducted through the collection of baseline data, annual performance plans, quarterly assessments, annual performance reports, ministry policy statements, and development plans. Also, at the national level, parliament evaluates performance through the public accounts' sessional committees, but at the district level, councils evaluate the performance of their respective local governments. On the individual level, individual performance management is evaluated through agreement between the supervisor and subordinate on the key outputs, continuous monitoring and appraisal by both the supervisor and supervisee indicating a strong adherence to a balanced score card system. The various ministers monitor performance of the permanent secretaries who are responsible for the performance of the ministry or local government, and the permanent secretaries in turn appraise their directors. Directors evaluate departments, heads of department evaluate divisions/sections and units, as division/section/unit heads evaluate individual officers.

Following recommendations from the Public Service Review and Reorganization Commission (PSRRC), Uganda introduced a new performance appraisal system in the 2001/2 financial year, PAII, as part of its administrative reform efforts to improve the public sector performance in

achieving higher productivity and quality service delivery. The Uganda performance appraisal report was for many years based on PAI, the annual confidential report which was a closed system of assessing individual performance. The PSRRC noted that civil servants needed to be assessed on their actual performance in relation to well defined targets and tasks agreed upon between themselves and their supervisor. Weaknesses in Uganda's appraisal systems include a lack of clear legal frameworks, inconsistent application of standards, and an absence of objective criteria, which can lead to subjective evaluations and favoritism.

Another compelling reason to change the appraisal was because it was 'closed', that is, the appraised individual never received feedback on how he or she fared in the appraisal. The PSRRC report indicated that because the annual confidential report was strictly Confidential, it was open to abuse. Since it was inaccessible to the objects of the appraisal, it was susceptible to favoritism, corruption and tribalism. This, the PSRRC argued, would undermine the very essence of the appraisal system. There was also a third reason for reforming the appraisal, although the PSRRC did not focus on it: Given that the introduced appraisal was not unique, we could deduce that it was a result of learning about best practices from elsewhere. It should be not that the appraisal processes in Uganda are marred by insufficient training for supervisors, the perception of appraisals as bureaucratic tasks rather than productive tools, a failure to communicate objectives and outcomes effectively, and a lack of alignment between individual goals and organizational strategies (Minogue, 1998).

2.4 Performance Standards and Employee Performance

Emily & Dorcus (2023) assert that performance standards are guidelines for carrying out a work. They are usually developed from the goals of the business and the requirements of a position. They make clear to employees what is expected of them in terms of quality and amount of work as well as deadlines and other relevant performance measures. Thus, it should come as no surprise to hear that a company's success or failure is greatly influenced by the everyday performance of its employees. Although there is observable and somewhat clear relationship between performance standards and employee performance as Emily & Dorcus allege, this relationship do not directly issues of service quality and other domains of employee performance.

Research also suggested that criteria for staff appraisals be raised and that all employees are in the know of the standards which are always assessed so that they work towards achieving them. There are several indicators that show performance stands and these include; Quality is considered is one of the indicators of performance standards and Parvadavardini et al., (2016) looks at quality as measures used to evaluate a company's performance in terms of quality. Another indicator is speed which show the rate or time which an employee takes to accomplish a given task. Then there is also dependability where an organization has to know how available or reliable a person is. These metrics assist to pinpoint areas in need of improvement by giving information on how well-established quality standards are being met as enshrined in expectancy theory. Parvadavardini et al., study however, did not reveal that the problematic nature of employee performance however, has dwarfed the actualization of the goals and objectives of staff appraisals systems.

While Locke & Latham, (1990) found that standards should be motivating, neither too easy nor too difficult to reach, communicate to employees that you are reviewing their performance, and establish a trial period in order to guarantee that they are appropriate for a given role. Establishing motivational performance criteria will increase employee inspiration to perform better. Furthermore, their motivation will increase if they can track their advancement within a project. They will therefore have a higher chance of achieving extraordinary performance standards or levels required of them. A depressingly high proportion of writings on employee performance by Locke & Latham both in literature is based on wishful thinking as their view of motivational performance criteria do not address the performance requirements of majority of public sector employees.

2.5. Performance measurement and Employee Performance

In line with expectancy theory, performance measurement is the process of regularly measuring outcomes and results in order to produce accurate statistics regarding the efficacy and efficiency of programs (Henshaw, 2022). Findings of Moseley & Dessinger (2009) also revealed that employee performance concerns how a worker carries out their assigned responsibilities, finishes necessary assignments and acts in the workplace. The effectiveness, speed, and quality of the work are all factors in performance evaluations and thus, it should come as no surprise to hear that a company's success or failure is greatly influenced by the everyday performance of its employees.

Although Henshaw (2022) and Moseley & Dessinger (2009) findings are good, the bureaucratic malaise within public service appraisal systems in many countries and their functional ineffectiveness show no sign of improving employee performance.

According to Sinclair and Zairi, (1995), enhancing employee performance is a continuous process that entails planning, measurement, and assessment; nonetheless, it's also an essential step in accomplishing organizational objectives. There are several ways to measure performance, including quality, speed, efficiency, and speed (Henshaw, 2022). The hardest part of the performance review process is determining an employee's real performance or the job they have finished in a given amount of time. Performance monitoring is a continuous procedure that takes place throughout the year. In order to ensure that personal bias does not influence the process's conclusion, this stage necessitates the careful selection of the proper measuring techniques. Supporting employees rather than getting in the way of their job is also required and this makes employees' deviates from the established benchmarks. The outcome may indicate that actual performance exceeded expected performance, or it may indicate a negative divergence in employee performance when actual performance fell short of desired performance.

According to Cook and Crossman, (2004) the problem of rating inflation also appears to be related to the personality of the rater. In situations where, poor supervisor ratings are likely to result in conflict, managers high on the personality dimension agreeableness inflate their ratings much more than those who describe as low on the dimension denying the credibility of balanced score theorem card in this regard (Smither and Walker, 2004). This appears to be because those high on agreeableness rating appear to be particularly keen to avoid conflict situations. Therefore, they tend to inflate their ratings more when they know they will have to continue working with the employee in the future and they are aware that the employee sees his/her as a good performer.

The most difficult part of the performance appraisal policy is to accurately and objectively measure the employee performance (Bond & Fox, 2007). Measuring the performance covers the evaluation of the main tasks completed and the accomplishments of the employee in a given time period in comparison with the goals set at the beginning of the period. Even Baron & Kreps (1999) argued that measuring also encompasses the quality of the accomplishments, the compliance with the desired standards, the costs involved and the time taken in achieving the results. These authors

contend that measuring employee performance is the basis of performance appraisal policy and performance management. However, Bond & Fox and many of their contemporaries (eg., Baron & Kreps, 1999) not aware is that accurate and efficient performance measurement not only forms the basis of an accurate performance review but also gives way to judging and measuring employee potential.

Rudman (2003) highlights that timely recognition of the accomplishment also motivates and helps to improve the performance of employees. According to Aguinis (2009:2), measuring the performance of the employees based only on one or some factors can provide with inaccurate results and leave a bad impression on the employees as well as the organization. Therefore, a balanced set of measures should be used for measuring the performance of the employees (Kuvaas, 2006). Leniency or strictness: This is the tendency of some assessors to be too liberal in their rating by consistently awarding high scores to their subordinates in all job characteristics. On the other hand, some raters also have the tendency to give consistently low scores to their employees. This error is due to the subjectiveness of man delinking the application of expectancy theory addressing issues of employee performance. The error can be minimized by proper training of managers on appraisal techniques. If not properly checked, it is capable of setting two departments at loggerheads i.e. a department with a high rate and a department with a low rater manager.

Many managers are often unwilling to use the extreme ratings and therefore settle with what is known as the central tendency. This tendency is caused by lack of adequate knowledge of the employees. Since it is obligatory that he must rate his employees, he plays it safe by neither condemning nor praising (Dorfman, Stephan, & Loveland, 2012). If he rates too high or low, he might be required to defend his judgment before top management. So, he takes a central position and rates employees averagely.

Gabris and Mitchell (2006) studied an organization with a quarterly performance appraisal system. The workforce was divided into two groups: those who had been given high appraisal results consistently, and those who had low results consistently. When the groups were asked whether the appraisal system was fair and equitable, 63% of the high performers agreed, compared to only 5% of the lower performers. The groups were asked if their supervisors listened to them. Of the high performers, 69% said yes, while among the low performers, 95% said no. Finally, when asked if

their supervisors were supportive, nearly half of the high performers agreed that they were, while none of the low performers agreed. Of course, not everyone who gets a poor appraisal result is a victim of supervisory bias as Gabris and Mitchell alleged, but to some extent, it appears that certain employees may be unfairly advantaged, while others are disadvantaged, by bias effects in the judgments of supervisors.

2.6 Result dissemination and Employee Performance

Dissemination is the proactive process of actively distributing interventions based on evidence to the intended audience using pre-established channels and carefully thought-out tactics where the employees are individually informed and given the opportunity to discuss the appraisal results (Doyle et al., 2013). Even Susanty & Miradipta (2013) argued that in order to solve issues and come to a consensus, the outcomes, issues and potential solutions are discussed and positive attitude is important while providing feedback because it can impact the employee's performance going forward. Although these findings are good, result discrimination, where employees are treated unfairly based on personal characteristics rather than performance, problems such as reduced productivity, lower morale, and increased employee turnover

Companies use performance reviews to provide employees with comprehensive feedback on their work as well as to support decisions regarding salary increases, bonuses, and termination. Although they can be carried out at any time, most people choose to perform them once, twice, or three times a year. Therefore, performance appraisal is a set of organizational activities targeted at attracting, developing, and maintaining competent staff (Istivani, 2022). However, what is missing in Istivani's findings is that result dissemination may foster a toxic work environment, diminishes motivation and creativity, and can result in significant legal and financial penalties for the organization due to costly claims, settlements, and damage to its reputation

Kuswati (2020) opined that human resources departments frequently create performance evaluations to help employees advance in their careers. They give people individual feedback on their work performance. It makes sure that employees are managing and achieving the objectives that have been set for them and offers support for how to reach those objectives if necessary. Performance evaluations assist in deciding how to distribute a company's limited pool of funds, which are used to pay incentives like raises and bonuses. Although Kuswati's findings are good,

there is no link between performance evaluation and employees who experience discrimination as these feel less valued, leading to reduced motivation and redundancy.

Eliphas et al., (2017) found that employees and their managers can use performance reviews to identify opportunities for improvement and career advancement, as well as to create a plan for employee growth that may include additional training and increased responsibilities. Eliphas et al., using recognition, feedback, and training and development as performance appraisal tools further found that productivity in the organization is mainly influenced by recognition and feedback while training and development does not play a critical role. Although Eliphas et al., study provide a good insight into the responsibility of both the appraiser and appraise during the appraisal process, his study was not informed by the balanced score approach where managers may abuse their power by giving overly lenient, average, or harsh ratings to all employee rather than giving a balanced distribution that reflects actual performance..

According to Freeman (2002), employees often find themselves in situations where they must change direction frequently. Therefore, the employee seeks constant feedback to determine whether the direction they are working is what is expected by the organization. The author further contends that the performance appraisal policy for employees must be frequent, accurate, specific and timely. This view was supported by Levinson (2005) where he highlighted that it is becoming increasingly popular for organizations to ask employees to evaluate the performance of their colleagues and it is especially true with the increased focus on the use of teams in the workplace. Although Freeman (2002) and Levinson (2005) findings are quite commendable, they were not aware that managers may lack the skills to conduct effective appraisals and deliver constructive feedback.

Wade and Ricardo (2005) highlight that a new approach focuses on coaching and feedback and and these actualizes expectancy theory principles. In such a policy the manager and the employee agree upon goals. Goals should be flexible to reflect changing conditions in the economy and workplace and employees should think of their managers as coaches who are there to help them achieve success. Even Mondy and Noe (2008) argued that in some performance appraisal policies, the employee is passive. Therefore, the employee does not have a significant input to the process. It is true, Wade and Ricardo (2005) and Mondy and Noe (2008) gave practical findings, however,

in general their findings did not capture issues where performance appraisal interview is a sensitive interpersonal situation, where the skill of the appraiser and maturity of both parties are not keys to whether a successful outcome is reached.

Fineman (2006) highlights that managers' ability to perceive subordinates' emotions has an impact on the subordinate's satisfaction with the performance appraisal process. Performance appraisal policy is the best tool for measuring employee performance and guiding employee development and improvement. However, performance appraisal policy can be a frustrating ritual of the modern organization an issue that Fineman never included in his findings.

Stone (2002) states that the most frequent complaint is that a large number of managers are poorly trained in how to give feedback to employees and they provide little coaching, mentoring or support. Hunt (2005) highlights that conflicts on the purposes and goals of performance appraisal policy often exist when implemented. The performance appraisal policy must be part of a performance management policy that emphasizes ongoing communication and coaching in order to motivate the employee. However, what Stone and Hunt are not aware is that performance appraisal policy procedures are often poorly designed, making the policy cumbersome and difficult to administer and employees often place the entire burden of the review policy on the supervisor, doing little throughout the year to seek feedback on employee performance, avenues for improvement or development. They never indicated in their finding whether performance appraisal policy may improve employee performance.

Wade and Ricardo (2001) contend that commitment from the organization to conduct performance appraisal policy correctly is essential. This includes logistical and technical support, in-depth job analysis and on-going training. This view was supported by Roberts (2002), who found that managers may often fail to provide timely and accurate expectations and feedback to employees regarding performance. Though Wade and Ricardo (2001) and Roberts (2002) findings were good, they were not inform that when feedback is provided, it is often communicated incorrectly thereby reducing morale and further reducing employee performance. This is due to a variety of factors including distrust of management's ability, a perception that the performance appraisal policy is unfair and a traditional emphasis on superiority rules.

2.7 Summary of the Literature Review

After reviewing literature on various scholars of performance appraisal and employees performance in organizations it has been noted that, performance appraisal should not be only focusing on performance standards, performance measurement and result dissemination but rather to the continuous improvement of the strategies and other factors like performance practices, leadership and supervision, career planning and development, alternative work schedule, working conditions, flexible working hours among others. Needless to say, that these efforts should be conducted by HR professionals. These could drive the employee tools and techniques to more understandable and acceptable roles to them as key stake holders with the sense of ownership to enhance employee's performance. Additionally, the review revealed that most studies done on employees' performance in organizations have used Balance Score Card Theory to contextualize their studies in a theoretical perspective particularly. In this study the Balance Score Card Theory will bridge that gap and offer a practical interesting framework that analyses measurement and goal setting; communication, motivation and human relations; business value chain. The Balance Score Card Theory develops our understanding of how it works and how it persuades change of behavior to the desired performance.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

The section covers; the research design, the study population, the sample size and selection of sample, the sampling techniques and procedures, the data collection methods, data collection tools, the procedures of data collection, the data analysis, validity and reliability, the measurement of variables and ethical considerations

3.2 Research design

The study was carried out mainly using Cross-sectional design. Cross-sectional design collects data to make inferences about a population of interest at one point in time. The advantage of Cross-sectional surveys is its flexibility in that it could be conducted using any mode of data collection, including telephone interviews, face-to-face interviews and mailed questionnaires, According to Sekaran, (2003) this design captures data at a specific point in time, contains multiple variables at the time of the data snapshot and study findings and outcomes can be analyzed to create new theories/studies or in-depth research.

Both quantitative and qualitative approaches were employed. According Sekaran, (2003) a combination of these approaches enables an improvement of the evaluation by ensuring that the limitations of one type of data are balanced by the strengths of another. This ensured that understanding is improved by integrating different ways of knowing, thus the researcher gaining in breadth and depth of understanding of the research problem.

3.3 Study population

Study population a complete set of people with a specialized set of characteristics targeted for the study Hu, (2014). The table below provides a summary of the total population and sample size the categories of the respondents. The population of the study was 120 comprising of KDLG employees.

3.4 Sample Size

Sample size is the number of respondents chosen to participate in the study, whose views shall be representative of the general population. The sample size is an important feature of any empirical study in which the goal is to make inferences about a population (Kothari, 2003). The study used sample 92 respondents selected in Kapchorwa District Local Government. The study used census inquiry and simple random sampling because it is representative enough to examine the influence between variables in the study.

3.4 The Population, Sample size and Sampling Techniques

Table 1 Table 3.1: Showing the KDLG's, Estimated population, Sample Size and Methods of Sampling.

Table 1: Number of Respondents for the Study

Category	Population	Sample size	Sampling technique
Chief administrative officer	1	1	Purposive sampling
District planner	1	1	Purposive sampling
Finance department	10	10	Purposive sampling
Procurement department	7	5	Simple random Sampling
Trade and commerce	10	8	Simple random Sampling
Production and marketing	11	8	Simple random Sampling
Planning	12	8	Simple random Sampling
Education department	12	7	Simple random Sampling
Health department	15	3	Simple random Sampling
Councilors	19	15	Simple random Sampling
Roads and Engineering department	12	8	Simple random Sampling
ICT	10	7	Simple random Sampling
Total	120	92	

KDLG, (2025)

The study sample size was determined using Krejcie & Morgan tables 1970 as cited by (Amin, 2005). The samples used in the study was selected using the simple random sampling and purposive sampling. The sample size was 92 respondents.

3.5 Sampling Techniques and Procedures

According to Sekaran, (2003) sampling is the process of choosing the research units of the target population, which was included in the study. A probability sampling method is where all elements have an equal chance of being selected (Mellenbergh and Adde, 2003). This entailed purposive sampling and simple random sampling.

3.5 Sampling Techniques

The study employed both random and purposive sampling techniques as explained below:

3.5.1 Random Sampling

Simple random sampling (SRS): the researcher used simple random sampling technique (randomization) as it gave the same probability and equal chances to all members in the population. Therefore, the researcher made a random sampling in selecting the members in the Production and marketing, Education department, Health department, Council and Engineering department to get the required sample because of their understanding of the phenomena.

Simple random sampling gave a potential participant an equal opportunity to take part in the research study. In this, the researcher obtained a list of the members in the Production and marketing, Education department, Health department, Councilors, Engineering department and ICT. Names were written on the list of small papers (each name on its own paper), folded them and poured them in a box. The researcher then shook the box vigorously before picking out a paper at random after which the researcher noted down the name on that paper on a separate sheet of paper and notebook. This was repeated throughout.

3.5.2 Purposive Sampling

Here the Chief administrative officer, District planner and Finance department were purposively sampled because they were knowledgeable about the research problem. Their participation was pre-arranged in advance to benefit from their rich knowledge. They were given questionnaires to fill them at their own convenience.

3.6 Methods of Data Collection

3.6.1 Questionnaire Survey

The questionnaire design carefully followed the research objectives guiding the study. According to (William Lawrence Neuman. Allyn and Bacon, 2003), defined a questionnaire as a survey in which the researcher conceptualizes and operationalizes the variables and questions.

Questionnaires were very appropriate for collecting information regarding surveys that deal with the perception of the variables. The questionnaires were self-administered to the respondents who were able to read and answer questions without being influenced by the interviewer. A semi-structured questionnaire was the main instrument of data collection for the study. A Likert type of questionnaire was designed and administered on the political wing and all staffs of Kapchorwa district local government selected for the study as respondents to explore their responses regarding the different statements describing the key variables of performance appraisal and employee's performance in organizations a case study of Kapchorwa District Local government. The main advantage of self-administered questionnaires is that the researcher or member of the research team took control and ensured that all the completed questionnaires are answered within a short period of time (Sekaran, 2003).

3.6.2 Interviewing

This is a method of data collection where the investigator is given a chance to gather data through direct verbal interaction with participants (Amin, 2005). The researcher used the interview to collect data from selected key informants among the chief Administrative officer and planner at Kapchorwa District local government in the researcher endeavor. The researcher chose the above categories of respondents because they are key and central among all the respondents. An interview guide consisting of structured questions were designed and administered to the above relevant and key stakeholders. Information solicited by this instrument helped the researcher to enhance response from the self-administered questionnaires and made it possible for the researcher to cross examine some key issues in the research. Interviewing is a good method for producing data based on information priorities, opinions, and ideas based on informants. Thus, respondents had an opportunity to expand their ideas, explored their views and identified what they regarded as their crucial factors (Babbie, 1990).

3.7 Data Collection Instruments

3.7.1 Questionnaire

The questionnaire design carefully followed the research objectives guiding the study. Neuman (2003) defined a questionnaire as a survey in which the researcher conceptualizes and

operationalizes the variables and questions. The questionnaires were chosen because they are practical way to gather data and allow you to gather information from a large audience. The questionnaires were self-administered to the respondents who were able to read and answer questions without being influenced by the interviewer. The questionnaires were divided into five sections. Section a focused on the demographic characteristics of the respondents, Section B focused on performance standards, Section C performance measurement, Section D was concerned with result dissemination, and Section E focused on employee performance. The questionnaires were closed ended and the response will be obtained on a 5-point Likert scale. Closed ended questions were developed to help respondents make quick decisions; in addition, closed ended questions helped the researcher to code the information easily for subsequent analysis and narrow down the error gap while analyzing data as observed by (Sekaran, 2003).

3.7.2 Interview Schedule

Mugenda and Mugenda (1999), defines an interview guide as a set of topics or questions an interviewer poses to the interviewee. The instrument enabled the researcher to conduct interviews on the basis of what the researcher wanted to know and also giving guidance to generate effective from the respondents. The researcher employed an Interview Schedule which contained open-ended questions asked during face-to-face interviews with key informants. During the interviews, the researcher asked standard questions and nothing more based on (Leedy and Ormrod, 2001).

3.8 Validity and Reliability of Research Instruments

3.8.1 Validity

Validity is the extent to which an instrument gives correct results (Robson, 2011). The researcher will establish the validity of the questionnaires through discussion of the instrument with colleagues followed by confirmation and criticisms by the supervisor. To compute content validity index (C.V.I). Questionnaires were formulated and the consideration of views or judgments of three experts in the field of Business Administration were sought to ensure consistence and applicability of the instrument. The judges were selected to independently rate the relevance of the items in the questionnaire and interview guide in relation to the research objectives.

To compute the Content Validity Index (CVI), the researcher utilized the formulae below.

$$CVI = \frac{X}{Y}$$

Where CVI = content validity index

X= number of items rated as relevant

Y = total number of items in the instrument

According to Amin (2005), whenever values obtained fall below 0.7, the research tools will be confirmed inappropriate and invalid as far as the instruments are concerned. Whereas whenever values obtained fall above 0.7, the tools shall be confirmed appropriate and valid.

3.8.2 Reliability

Reliability was established using SPSS Reliability Analysis Scale (Alpha coefficient). This is because of its applicability which fitted a two or more-point rating scale. The instruments of the research were based on the Likert type five-point scale. The researcher used Alpha co-efficient because it's fitting statistical application on the likert scale used

Table 3.2: Reliability of Questionnaire

Variable	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Performance standards	0.601	0.609	8
Performance measurement	0.604	0.637	9
Result dissemination	0.617	0.654	8
Employees Performance	0.698	0.697	8

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Source: *Field Data (2025)*

The instrument was found to be valid in this study at above 0 .60. The researcher used Alpha coefficient to establish the degree to which the questions used in a survey elicit the same type of information each time they are used under the same conditions.

3.9 Data Management and Analysis

3.9.1 Quantitative Data Analysis

After obtaining quantitative data from close-ended questions, it was edited to remove any errors. Data was cleaned and coded according to themes derived from the research objectives. Quantitative data was edited. The process of cleaning the data was done to remove any errors and helped to improve the reliability of the data. Statistical packages of data analysis such as Excel and SPSS were employed to tabulate the raw data and provided comparisons that eased the analysis. The collected data was analyzed using quantitative analysis which majorly involved six major activities namely, data preparation, counting, grouping, and relating, predicting and statistical testing. Data preparation involved all forms of manipulations that were necessary for preparing data for further processing such as coding, categorizing answers to open-ended questions, editing and checking as well as preparation of tables; counting, including the mechanical task of registering the occurrence and frequency of the occurrence of certain responses. Grouping and presentation involved ordering of similar items into groups. Data was then distributed and presented in the form of tables and graphs. Establishing relationships involved cross-tabulation and statistical tests to explain the occurrence, direction and strength of relationships, while predicting - a process of extrapolating trends identified in the study into the future helped the researcher to conduct statistical testing.

3.9.2 Qualitative Data Analysis

To analyze qualitative data, the researcher identified and transcribed the qualitative findings into themes. The themes were arranged into different categories from which lessons were deduced for reporting. Such reporting was done manually and written in paragraphs. The researcher used content comparisons logical analysis and expert judgment. Subjective analysis was also used to

enrich the information given with vivid reporting. This bridged the information gap on issues that the researcher wasn't able to quantify, such as the perception of the interviewees

3.10 Procedure for Data Collection

A letter of introduction was obtained from the School of Management Science of UMI introducing the researcher to the field. This was followed by appointment of research assistants who together with the researcher went to the field to pre-test the instruments and later collected the data.

3.11 Measurement of Variables

The independent variable Performance Appraisal was measured using the following constructs: Performance standards, Performance measurement and Result dissemination. While the dependent variable Employees Performance was measured using the following parameters; departmental results, level of commitment and rate of employees' absenteeism.

In conclusion, this chapter is extensively covering the design used in the study, the population under study clearly shows how the sample was derived and how the data was collected from the respondents. It further highlights how reliability and validity was ensured and the ways in which analysis of the data was done.

Legend

Description	Mean range	Scale	Interpretation
Strongly Agree	4.10-5.00	5	Very high/very satisfactory
Agree	3.10-4.00	4	High/satisfactory
Neutral	2.10-3.00	3	Moderate/Moderate
Disagree	1.10-2.00	2	Low/Unsatisfactory
Strongly Disagree	0.00-1.00	1	Very low/Very unsatisfactory

3.12 Ethical considerations

The following ethical considerations were looked at by the researcher during the research.

3.12.1 Informed consent and voluntary participation

The researcher sought consent from the respondents to involve in the research not just forcing them to participate. Informed consent is the basis of ethical research (Denzin & Lincoln, 2011). The people participating in the study were made aware of what the study was about, its purpose, usage of the data, and any consequences that could arise from it (Fleming, 2018). The researcher furnished the respondents with information on the reason for the research and the procedure of collecting data. The participants were allowed enough time to ask questions and have any concerns addressed. The respondents exercised free will in deciding whether to participate in research activity or not. All people to be involved in the research were given written informed acceptance.

3.12.2 Confidentiality

Confidentiality is looked at by Walford(2005) to mean information that is private and is not to be divulged to others. Whatever has been said in confidence must remain confidential. The researcher assured the respondent that information offered by the respondent was not to be passed on to another party (third party) without consent of the respondent. Their identity and response were made confidential and anonymised through the use of numbers or through pseudonyms.

3.12.3 Anonymity

Anonymity, termed more appropriately as pseudonymity, is defined by Wiles (2013) as a major means used by the researcher to safeguard the confidentiality of responders by using pseudonyms. Anonymisation is one of the kinds of confidentiality, comprising of identity concealment of research responders (Saunders, Kitzinger, & Kitzinger, 2015). The researcher ensured that all respondents are anonymous implying that their identities are not known and not salient in the study. Withholding the identity of respondents is a guarantee that their statements are authentic (Taylor, 2015).

3.12.4 Plagiarism

The researcher ensured that all written work was original and without any borrowed and manipulated texts, results or even expressions. The researcher made sure that, all words and publications of the author were given their due acknowledgement (Mugenda & Mugenda, 2003). The researcher subjected the written works to plagiarism software and made sure it was 20% or less compliant of plagiarism material.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

This chapter presents analyses and interprets the study findings on data collected using the questionnaire, and interviews about the effect of Performance appraisal on Employee performance of Kapchorwa district local government. The corresponding interpretations also follow each presentation. The results of the study are presented according to the study objectives and research questions. The findings in this chapter were also arrived at by analyzing and interpreting the available data using SPSS and Microsoft Excel software. All the responses are presented in terms of frequencies, percentages and correlation matrices which are displayed in tables. The statistical data from the quantitative part of the questionnaire was also supported by the qualitative data of the study from the interviews. The quantitative data was analyzed based on a Likert's scale of 1- (Strongly disagree) to 5- (Strongly agree scale rate)

4.2 Response Rate

A total of 92 questionnaires were distributed but 71 useable questionnaires were returned successfully as in the table 4.1 below.

Table 4.1 below shows an overall response rate of 77% which was high (Amin, 2005) and also suggesting good representational sample

Table 4.1: Response rate at KDLG

		Response rate	
Sample population		Actual participants	percentage
92		71	77%

4.3. Background Information about the Respondents

This subsection presents the profile of the respondents in relation to the response rate, departments, and gender level of education, time worked within Kapchorwa district local government and time worked with local government.

4.3.1 Demographic Characteristics of the Respondents

The respondents of KDLG. Included, the chief administrative officer, district planner, finance department, procurement department, trade and commerce, planning, production, education department, health department, councilors, roads and engineering department, and ICT.

Table 4.2: Demographic Characteristics of the Respondents at KDLG

Age		
20-29 years	10	14.1%
30-39	25	35.2%
40-49	16	22,5%
50 years and above	20	28.2 %
Total	71	100
Gender		
Male	39	53.52%

Female	32	46.48%
Total	71	100
Education qualifications		
Certificate	11	15.5%
Diploma	27	38%
Degree	23	32.40%
Masters	10	14.10%
Total	71	100
Number of years' experience within Kapchorwa District Local Government		
2 years and below	13	18.3%
3-6 years	21	29.6%
7-10 years	24	33.8%
11 years and above	13	18.3%
Total	71	100
Length of Work of the Participants within local government		
1-3 years	10	14.08%
4-7 years	20	28.16
8-11 years	18	25.35
12-15 years	13	18.30%
16 years and above	10	14.08%
Total	71	100

Source: Primary data (2025)

4.2.1 Age.

Table 4.2 on age indicates respondents between ages of 20-29 years 10(14.1%), 20-39 years were 25(35.2%), 40-49 years were 16(22.5%) and 50 years were 20(28.2%). This implies that majority of the respondents were of ages between 20-29

4.2.2 Gender

Table 4.1 above shows that male were 39 (53.52%) and female were represented by 32(46.48%) indicating that the male gender was more in terms of representation for the study

4.2.3 Level of education of respondents

The respondents were grouped in four education levels including certificate, diploma, degree, and masters.

Table 4.1 above shows that majority of respondents, 27(38%) had attained a diploma, 23(32.4%) had attained degree, 11(15.5%) had attained certificate and 10(14.4%) had attained university master's degree. The study therefore inferred that the respondents had an adequate understanding of Strategic management practices issues and performance of Kapchorwa district local government by virtue of the high knowledge they possessed.

4.2.6 The time worked in Kapchorwa district local government

The respondents were also grouped according to time that they have spent working in the organization for instance less than a year, 1 to 2 years and 3 to 5 years.

According to table 4.1 above, the majority, 24 (33.8. %) of the respondents had been with Kapchorwa District local government. for 7-10 years while 21(29.6%) had been with the district for 3-6 years and 13(18.3%) had worked for less than a year and 13(18.3%) had also worked for the district for 11 years and above. The study findings suggest that majority of the respondents had been with Kapchorwa district local government for at least 7years years and had therefore gained reasonable experiences on Strategic management practices and performance of the organization. The views expressed are therefore based on actual experiences gained over the time they had worked with the organization.

4.2.7 Length of Work of the Participants within local government

The respondents were also grouped according to time that they have spent working in the organization for instance less than a year, 1-3 years and up to 16 years and above.

The majority if the respondents were those who had been with local government for between the years 4-7 represented by 20(28.16%), followed by those whose who had worked with local government for 8-11 years represented by 18(25.35%), those who had worked for the local government for 12-15 were 13 (18.30%) while 10(14.08%) had worked for the local government for 1-3 years and finally 10(14.08%) had also worked for the local government 16 years and above

4.3 To establish the status Employees' Performance at KDLG

The findings of the status of employee performance were gathered from questionnaires distributed to Kapchorwa District Local Government employee and below are respondents' views concerning the Employees' Performance at Kapchorwa District Local Government. The variable was measured using 07 items scored on five-point Likert scale of 1=strongly disagree, 2= Disagree, 3=Neutral, 4=Agree, 5= strongly agree. The results from the analysis are displayed in table below.

Table 4.2: Descriptive statistics on staff views on Status of Employee Performance at KDLG

Descriptive Statistics									
Employee Performance	N	SA	A	N	D	SD	Mea n	Std. D	Comment
I always meet quality standards	71	33 (46.5 %)	18 (25.4 %)	2 (2.8%)	11 (15.5 %)	7 (9.9%)	3.83	1.41	High
I always meet the set goals of the department	71	4 (5.6%)	8 (11.3 %)	6 (8.5%)	21 (29.6 %)	32 (45.1 %)	2.02	1.23	Low

My quality of work has improved over time	71	8 (11.3 %)	4 (5.6%)	2 (2.8%)	18 (25.4 %)	39 (54.9 %)	1.92	1.35	Low
I meet deadlines in making submissions	71	6 (8.5%)	22 (31%)	27 (38%)	9 (12.7 %)	7 (9.9%)	3.15	1.07	High
In my department employees are fast in delivering services	71	4 (5.6%)	8 (11.3 %)	6 (8.5%)	21 (29.6 %)	32 (45.1 %)	2.02	1.23	Low
I meet my set objectives of my department	71	0 (0%)	10 (14.1 %)	6 (8.5%)	25 (35.2 %)	30 (42.3 %)	1.94	1.04	Low
There is value for money due to employee performance	71	22 (31%)	32 (45.1 %)	2 (2.8%)	4 (5.6%)	11 (15.5 %)	3.70	1.37	High
Valid N (listwise) Average Mean and Standard Deviation	71						2.65 4	1.242	Moderate

Source: KDLG (2025)

According to the findings on the employee performance status, it was revealed that there is high quality of employee standards attained (mean =3.83), high rate of meeting submission deadlines to meet the organization’s obligations (mean = 3.15), there was also value for money due to the employees’ performance (mean =3.70) (see Table 4.2).

However, it was also revealed that there a number of areas where employees’ performance was found to be low in performance. When asked whether employees meet the set goals of the department an average low of (mean = 2.02) was obtained. On quality work improving over time, a low average mean of (mean=1.92) was also obtained. Still further asked, if employees are fast in

delivering services, a low average mean (mean=2.02) was obtained. On the other hand, the findings also revealed low average mean on quality work over time (mean= 1.94) (Table 4.2).meaning that the organization was not able to achieve its short objectives. The indication was that some of these aspects were not fully followed and hence management may need to put more emphasis on them.

The overall average mean obtained was 2.654 and standard deviation of (SDV= 1.242) which were both moderate indicating that the employee’s performance at KDLG was moderate and needs some level of improvement.

In an interview with some of the key informants, it was found that the performance of KDLG is lacking. This is as noted below;

KDLG is performing poorly, both in short and long term goals and this has led to stakeholder dissatisfaction. As such the organization can no longer be able to meet its goals.

Further, one key informant said; *KDLG has failed to deliver crucial quality services in health and education to the poor and most vulnerable persons within communities. Key informant D, 4th December, 2024)*

4.4.1 To establish the Status of performance standards at KDLG

Table 4.3 Objective one: Staff views on performance standards at KDLG

Descriptive Statistics									
Performance standards	N	SA	A	N	D	SD	Mean	Std. D	Comments
There is a criteria of setting performance standards	71	27 (38.7%))	27 (38.7%))	4 (5.6%)	11 (15.5%))	2 (2.8%)	3.92	1.15	High
Performance standards are clear	71	21 (29.6%))	32 (45.1%))	9 (12.7%))	6 (8.5%)	3 (4.2%)	3.87	1.06	High
Performance standards are specific to my roles	71	27 (38%)	21	4 (5.6%)	11	8	3.67	1.41	High

			(29.6%))		(15.5%))	(11.3%))			
Performance standards fit the purpose of my roles	71	22 (31%)	36 (50.7%))	2 (2.8%)	11 (15.5%))	0 (0%)	3.97	0.98	High
Performance standards empower me to perform	71	2 (2.8%)	7 (9.9%)	11 (15.5%))	21 (29.6%))	30 (42.3%))	2.01	1.11	Low
Performance standards are central to my roles	71	18 (25.4%))	42 (59.2%))	4 (5.6%)	2 (2.8%)	5 (7%)	3.92	1.03	High
Performance standard are my strengths and weakness on my job	71	23 (32.4%))	25 (35.2%))	4 (5.6%)	13 (18.3%))	6 (8.5%)	3.64	1.33	High
Valid N (listwise) Average Mean and Standard Deviation	71						3.571	1.153	High

Primary Data Source (2025)

From the table 4.3 above, the respondents were asked whether there is a criteria of setting performance standards. The results from the study revealed that, of the total respondents, 77.4% agreed, 5.6% were neutral, while 18.3% disagreed. This implies that most of the respondents agreed as shown by the statistics, with an average overall of mean of 3.571 and STD of 1.153. The above statistics could imply that with 77.4% in agreement in comparison to no disagreement that Kapchorwa district Local Government has set standards which are critical in employee performance. This is a key indicator in regards to employee performance and calls for a need to be sustained in respect to the much-needed performance as this was also found by Emily & Dorcus (2023).

The findings are supported by interview results where one interviewee had this to say;

“This is an area the Local government has done very well, we have a performance criterion which clearly known to all staff an example we do quarterly evaluations and we have the much-revered Public accounts committee for all Ministries and we are not exceptional” (Key informant D, 4th December, 2024)

The above findings show that Kapchorwa District Local Government needs to uphold the criteria of setting performance standards for staff which is well understood and appreciated by the staff at the district center as a key indicator in performance enhancement.

In order to find out whether, the performance standards are clear; respondents were asked to state the extent to which they agreed or disagreed with the above statement. Of the total respondents, 74.7% agreed while 12.7% were neutral, while 6% disagreed and 3% strongly disagreed. This implies that the majority, 74.7% of the respondents (Table 4.3) agreed the statement that performance standards at the Kapchorwa district local government are clear, with a mean of 3.87 and STD of 1.06. From the statistics above with 74.7 % in agreement is a key indicator this aspect needs to be maintained by the Kapchorwa District Local Government in comparison to the 9% who disagreed. From the findings above this shows a clear signal that performance standard needs are clearly reviewed and may be maintained.

From the findings of the study (Table 4.3), the respondents were asked whether the performance standards are specific to their roles. Of the total respondents, 38% strongly agreed, while 29.6% agreed, 5.6% were neutral, while 15.5% disagreed and 11.3% strongly disagreed. This implies that the majority, 67.6% of the respondents were in approval with a mean of 3.67 and STD of 1.41 from the statistics above, the 32.4% could imply that, not clear with performance standards set to their roles which clearly is an indication that some work needs to be done to avert this percentage point by the Kapchorwa District Local Government to enhance Employees Performance.

In a bid to understand whether performance standards fit purpose of employee roles. The results from the study revealed that, of the total respondents, 31% strongly agreed, while 50.7% agreed, 2.8% were neutral, while 15.2% disagreed and 0% strongly disagreed. This implies that the majority, 81.7% of the respondents were in accord as shown by the statistics, with a mean of 3.97

and STD of 0.98 (Table 4.3). The different statistics could imply the existing standards fit majority of staff roles while the 15.2% could mean that some fraction of employee were still not comfortable with their supervisors as far as performance standards are concerned. The above findings mean supervisors need much more attention in setting performance standards in Kapchorwa District Local Government that have to fit purpose employee roles as they enhance employee performance and this supports the finding of Moseley & designer (2009) where they opined that supervisors need much more attention in setting performance standards

The above findings agreed with one interviewee who said;

“It is true we have set performance standards which include; accounting of the tools of work used like office equipment and relevant work gears. This enable employees to avoid wastage at the same time being accountable on job” (Key Informant E, 5th December 2024)

In determining whether the performance standards empower employee to perform, the study revealed that; of the total respondents, 2.8 % strongly agreed, while 9.9% agreed, and 15.5% were neutral, while 29.6% disagreed and 42% strongly disagreed. This implies that the majority, 71.9% of the respondents disagreed with a mean of 2.01 and STD of 1.11 From the findings (Table 4.3), performance standards to enhance performance as a key aspect to performance at Kapchorwa District Local Governments not given due attention. The above findings mean supervisors need much more attention in empowering supervisees to perform their duties as required.

The findings are supported by interview results where one interviewee said;

“Ideally, I do not relate with performance standards in regards to my performance because they are not clearer and well stated” (Key informant E, 5th December 2024).

The above findings show that stakeholders have to take this indication with keenness in totality as it resonates well with staff empowerment thus leading to enhanced performance in their different working roles and responsibilities.

In a bid to find out whether Performance standards are central on employee roles, of the total respondents, 25.4% strongly agreed, while 59.2% agreed, 35.6% were neutral, while 2.8% disagreed and 7% strongly disagreed. This is a key indication with majority as 86.4% of the respondents were in approval with a mean of 3.92 and STD of 1.03 from the statistics above (Table 4.3), the 5.6% could imply these employees need to critically understand their roles through the district human resource. This shows that Performance standards are key indicators which have to be upheld by the different Kapchorwa District Local Government stakeholders.

The respondents were asked whether performance standards draw their strength and weaknesses on their job results from the study revealed that, of the total respondents, 32.4% strongly agreed, while 35.2% agreed, 5.6% were neutral, while 18.3% disagreed and 8.5% strongly disagreed. This could imply that the majority, 67.6% of the respondents agreed as shown by the statistics, with a mean of 3.64 and STD of 1.33. The different statistics implied that this is a key indicator to consider in employee performance as it assists staff to work hard on their job.

The findings are supported by interview results where one interviewee said;

“Ideally I do agree with the statement that performance standards are key in employee’s strength and weaknesses as these are key as they with the set standards for all employees to work and in areas of weakness there is room to consult or seek training in that field of interest” (Key informant E, 13th December 2024).

The above findings show that District local government has a good yardstick in drawing effort from its employees.

4.5.2 The effect of performance standards on employee Performance of Kapchorwa District local government

Table 4.2 Model summary of the effect of performance standards and employee performance at KDLG

Model Summary

M	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change

de l									
1	.968 ^a	.937	.936	.19542	.937	1031.275	1	69	.000

a. Predictors: (Constant), performance standards

Analysis in the table above from model summary, reveals that R² Square = 0.937 (0.937*100 = 93.7%) which shows a strong positive effect of performance standards on employee performance at KDLG. Hence the model summary (R Square) indicates high employee performance as a result of performance standards. In order to explain the percentage of variation in the dependent variable (employee performance) as explained by the independent variables, the researcher established that the independent variable (performance standards) contributed to 93.7% of the variation in the employee performance as explained by R square of 0.937 which shows that the model is the good prediction. It reveals that performance standards explains 0.937 or 93.7 percent of the employee performance while 6.3 percent is explained by other factors beyond performance standards not covered in this study.

Table 4.5: Results for Analysis of Variance of performance standards and employee performance

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	39.383	1	39.383	1031.275	.000 ^b
	Residual	2.635	69	.038		
	Total	42.018	70			

a. Dependent Variable: employee Performance

b. Predictors: (Constant), performance standards

The table above revealed that, performance standards significantly influences employee performance of KDLG at $F = 1031.275$, $p = 0.000$. This shows that there is effect of Performance standards on employee performance of KDLG.

Regression results for effect of Performance standards on employee performance at KDLG

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.423	.087		4.854	.000
	Performance standards	.758	.024	.968	32.113	.000

a. Dependent Variable: employee performance

It can be observed that the regression results from the above table reveal the magnitude and nature of the effect the independent variable (Performance standards), on the dependent variable (employee performance) of KDLG.

Performance standards has a great effect on performance of KDLG with a Beta value (Beta = 0.968), t value ($t = 32.113$) and a significance level ($p = 0.000$). This implies that for every unit rise in Performance standards enhancement, there is almost one unit rise in employee performance (96.8%), which is statistically good fit. These quantitative findings are in line with one key informant who responded to the question of whether performance standards affect employee performance and said; *“Performance standards definitely affect employee performance because no Human resource process can be done at the district regarding employees unless such is enhancing employee performance. Therefore, if the performance standards have defects, employee performance will equally have issues”*

Research findings from correlation analysis established that performance standards have a moderate positive statistically significant relationship with employee performance. Findings from regression analysis further affirmed that performance standards have a significant positive effect on employee performance.

4.6 .1: To determine the effect of Performance Measurement on Employee Performance in KDLG

The second objective of the study was to determine the effect of performance measurement on Employee Performance in KDLG. The findings of this objective were gathered from questionnaires and interviews from Kapchorwa District Local Government staff. The effect of the performance measurement was measured using 07 items scored on five-point Likert scale of 1=strongly disagree, 2= Disagree, 3=Neutral, 4=Agree, 5= strongly agree. The results are displayed in Table 4.8 below.

Table 4.7: Descriptive statistics on staff views on performance measurement of KDLG

Descriptive Statistics									
Performance measurement	N	SA	A	N	D	SD	Mean	Std. Dev.	Comment
Performance measurements use standard techniques	71	34 (47.9%)	28 (39.4%)	2 (2.8%)	2 (2.8%)	5 (7%)	4.18	1.11	Very High
Performance measurements is done with clarity	71	8 (11.3%)	4 (5.6%)	2 (2.8%)	18 (25.4%)	39 (54.9%)	1.92	1.35	Low
Performance management is done confidentially	71	6 (8.5%)	22 (31%)	27 (38%)	9 (12.7%)	7 (9.9%)	3.15	1.07	High
Performance measurement is unbiased to me as an individual	71	22 (31%)	32 (45.1%)	2 (2.8%)	4 (5.6%)	11 (15.5%)	3.70	1.37	High
Performance measurement espouses working hard	71	33 (46.5%)	18 (25.4%)	6 (8.5%)	8 (11.3%)	6 (8.5%)	3.90	1.33	High
Performance measurement delivers true picture of my performance	71	36 (50.7%)	20 (28.2%)	4 (5.6%)	6 (8.5%)	5 (7%)	4.07	1.24	High

Performance measurement reveals causes and effect of poor performance	71	23 (32.4 %)	32 (45.1 %)	2 (2.8%)	9 (12.7 %)	5 (7%)	3.83	1.21	High
Valid N (listwise) Average Mean and Standard Deviation	71						3.53 6	1.22	High

0.00-1.00 Very Low, 1.10-2.00 Low, 2.10-3.00 Moderate, 3.10-4.00 High, 4.10-5.00 Very High

From table 4.7 above, the respondents were asked in order to find out whether, Performance measurement uses standard techniques; respondents were asked to state the extent to which they agreed or disagreed with the above. Of the total respondents, 47.9% strongly agreed, while 39.4% agreed, 2.8% were neutral, while 2.8% disagreed and 7% strongly disagreed. This implies that the 87.3% of the respondents were in approval, 9.8% disagreed with a mean of 4.18 and STD of 1.11. From the statistics above with 87.3% in agreement this is an aspect to be uphold by the Kapchorwa District Local Government.” in comparison to the 9.8% who disagreed this could be because they are not aware of the techniques in their appraisal. From the findings above this shows that to deliver on the employee performance this is a critical indicator to be considered and Kapchorwa district local government should uphold or even improve further on this technique.

In order to understand whether performance measurement is done with clarity, the respondents were asked to state the extent of how they agreed or disagreed with the above. Of the total respondents, 11.3% strongly agreed, while 5.6% agreed, 2.8% were neutral, while 25.5% disagreed and 54.9% strongly disagreed (see Table 4.7). This implies that 80.4% of the respondents were in were not agreement with the statement while 16.9% agreed and 2.8% had a neutral opinion with a mean of 1.92 and STD of 1.35 from the statistics above, this shows that this is a key signal to Kapchorwa District Local Government that clarity during performance is not well appreciated and respective supervisors need to put more emphasis on to attain desired results in clarity and also the 2.8 % who are neutral to come on board and not to be ignored.

The respondents were asked whether Performance measurement is done confidentially to them. The results from the study revealed that, of the total respondents, 8.5% strongly agreed, while 31% agreed, 38% were neutral, while 12.7% disagreed and 9.9% strongly disagreed. This implies that the responses to this statement were mixed nor fully in agreement nor fully in disagreement with 39.5% in agreement 38% neutral and 32.6% in disagreement as shown by the statistics, with a mean of 3.15 and STD of 1.07 (Table 4.7). The different statistics implied that much as the majority of 39.5 % are positive about the confidentiality of their performance a closely big number of 38% are dissatisfied. This sends a signal to management of Kapchorwa local government that something needs to be done to performance measurement are done confidentially.

In determining whether Performance measurement is unbiased to me as an individual, the study revealed that; of the total respondents, 31% strongly agreed, while 45.1% agreed, and 2.8% were neutral, while 5.6% disagreed and 15.5% strongly disagreed. This implies that the majority, 76.1 % of the respondents agreed as shown with the statistics, 21.1% disagreed with a mean of 3.70 and STD of 1.37. From the findings above this shows impartiality in performance measurement is a key indicator to enhance employee performance at KDLG and should be maintained.

The findings are supported by interview results where one interviewee said;

“Performance measurement is done at all levels and so all the levels might not be biased to an individual which a plus to employee performance measures applied and a good indicator of achieving objectivity to staff at our district offices” (Key informant E, 10th December 2024)

The above findings show that Kapchorwa District Local Government provide a clear indication that with unbiased performance measurement employee performance is greatly enhanced and this aspect need to be upheld in totality though some levels of improvement is needed for the case of the minority to improve and have clear unbiased measures.

In order to find out whether, performance measurement espouses working hard; respondents were asked to state the extent to which they agreed or disagreed with the above. Of the total respondents, 46.5% strongly agreed, while 25.4% agreed, 8.5% were neutral, while 11.3% disagreed and 8.5% strongly disagreed. This implies that the majority, 71.9% of the respondents were in approval, with

a mean of 3.90 and STD of 1.33 (Table 4.7). From the statistics above with 71% in agreement this is a signal to Kapchorwa District Local Government to uphold this attribute in comparison to the 19.8% who disagreed. From the findings above this shows that to deliver on the employee performance, measurement needs to be taken with utmost importance as it espouses employees to work hard. Even Bruno & Kreps (1999) also found that employee performance, measurement needs to be taken with utmost importance as it espouses employees to work hard.

In Table 4.7, the respondents were asked whether Performance measurement delivers a true picture to their performance. The results from the study revealed that, of the total respondents, 50.7% strongly agreed, while 28.2% agreed, 5.6% were neutral, while 8.5% disagreed and 7% strongly disagreed. This implies that the majority, 78% of the respondents were in accord as shown by the statistics, with a mean of 4.07 and STD of 1.24. The different statistics implied that this is a key aspect to be upheld by the Kapchorwa District Local Government as they strive to improve better in order to cater for the 6% who are not yet satisfied.

In determining whether Performance measurement reveals causes and effect of poor performance, the study revealed that; of the total respondents, 32.4% strongly agreed, while 45.1% agreed, 2.8% were neutral, while 12.7% disagreed and 7% strongly disagreed. This implies that the majority, 77.5% of the respondents agreed as shown with the statistics, with a mean of 3.83 and STD of 1.21 (Table 4.7). From the findings above this shows that a key attribute which needs to be addressed by the Kapchorwa District Local Government to enhance employee performance auxiliary to that the 19.7% who disagreed and 2.85 who were neutral should not be ignored as for them they view Performance measurement not to reveal the causes and effect of poor performance. These employees' concern needs to be addressed by the Kapchorwa local government as they strive to improve better in order to cater for those who are not yet satisfied. The findings are supported by interview results where one interviewee had this to say;

“Ideally, I do believe this contributes to finding what causes poor performance in work operations and it is a true reflection of each employees' delivery to the institution and it's a key metric I would advocate for in any organization (Key informant E, 10th December 2024)

The above findings show that Kapchorwa District Local Government has to critically decide on this aspect in totality.

4.6.2 The effect of Performance Measurement on Employee Performance in KDLG

The researcher proceeded to statistically examine whether performance measurement has a significant effect on Employees' Performance. This was guided by the following research question;

What is the effect of Performance measurement on Employee Performance?

Table 4.8: Summary model on the effect of Performance measurements on employee performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.975 ^a	.951	.951	.17209	.951	1349.852	1	69	.000

a. Predictors: (Constant), Performance measurements

Analysis in the table above reveals a model summary, $R^2 = 0.951$ ($0.951 \times 100 = 95.1\%$) which shows a strong positive effect of performance measurements on employee performance at KDLG. Hence the model summary (R Square) indicates high employee performance as a result of performance measurements. In order to explain the percentage of variation in the dependent variable (employee performance) as explained by the independent variables, the researcher established that the independent variable (performance measurements) contributed to 95.1% of the variation in the employee performance as explained by R^2 of 0.951 which shows that the model

is the good prediction. It reveals that performance measurements explains 0.951 or 95.1 percent of the employee performance while 4.9 percent is explained by other factors beyond performance measurements not covered in this study.

Table 4.9: Results from Analysis of Variance on employee performance and performance measurements

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	39.975	1	39.975	1349.852	.000 ^b
	Residual	2.043	69	.030		
	Total	42.018	70			

a. Dependent Variable: employee performance

b. Predictors: (Constant), Performance measurements

The table above revealed that, performance measurements significantly influences employee performance of KDLG at $F = 1349.852$, $p = 0.000$. This shows that there is a positive significant effect of performance measurements on employee performance of KDLG.

Table 2: Regression results for the effect of performance measurements on employee performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.019	.061		16.781	.000
	Performance measurements	.692	.019	.975	36.740	.000

a. Dependent Variable: employee performance

It can be observed that the regression results from the above table reveal the magnitude and nature of the effect the independent variable (performance measurements) on the dependent variable (employee performance) of KDLG.

Performance measurements has a great effect on performance of KDLG with a Beta value (Beta = 0.975), t value (t = 36.740) and significance level (p = 0.000). This implies that for every unit rise in performance measurements enhancement, there is almost one unit rise in employee performance (97.5%), which is statistically good fit.

These quantitative findings are in line with a key informant when he responded to the question of whether performance measures affect employee performance. He said;

“Performance measures will in one way or another affect employee performance because when an incompetent worker is recruited then employee performance will be negatively affected. That is what in many cases the district wants to offer contracts to poor employees who have a no proven work record”.

Research findings from correlation analysis established that performance measures have a moderate positive statistically significant relationship with employee performance. Findings from regression analysis further affirmed that performance measures have a significant positive effect on employee performance. Therefore, this answers the research question: *‘What is the effect of Performance measurement on Employees Performance?’*

4.7.1 To establish the effect of Results dissemination on employee performance.

The third objective of the study was to establish the effect of result dissemination on Employees’ Performance in KDLG. The findings of this objective were gathered from questionnaires and interviews from Kapchorwa District Local Government. Staff. The effect of results dissemination on employee performance was measured using 7 items scored on five-point Likert scale of 1=strongly disagree, 2= Disagree, 3=Neutral, 4=Agree, 5= strongly agree. The results are displayed in Table 5.1 below.

Table 4.8 To establish the status of Results dissemination

Descriptive Statistics									
Results dissemination	No.	SA	A	N	D	SD	Mean	Std. D	Comments
Feedback concerning me is done confidentially	71	2 (2.8%)	34 (47.9%)	2 (2.8%)	33 (46.5%)	0 (0%)	3.07	1.03	Moderate
Feedback on my work is clearly given to me	71	23 (32.4%)	32 (45.1%)	6 (8.5%)	8 (11.3%)	2 (2.8%)	3.92	1.05	High
Feedback on my results is key to my performance	71	12 (16.9%)	33 (46.5%)	7 (9.9%)	14 (19.7%)	5 (7%)	3.46	1.19	High
Feedback by my supervisor is done efficiently	71	23 (32.4%)	32 (45.1%)	2 (2.8%)	4 (5.6%)	10 (14.1%)	3.76	1.34	High

Feedback helps me understand my expectations	71	2 (2.8%)	7 (9.9%)	9 (12.7%)	30 (42.3%)	23 (32.4%)	2.08	1.05	Low
Performance espouses my hard working	71	19 (26.8%)	35 (49.3%)	2 (2.8%)	15 (21.1%)	0 (0%)	3.81	1.05	High
Employees are contented with the feedback process before, during and after appraisal	71	25 (35.2%)	28 (39.4%)	6 (8.5%)	8 (11.3%)	5 (5.6%)	3.87	1.18	High
Valid N (listwise)	71								
Average Mean & Standard Deviation							2.82	1.07	Moderate

0.00-1.00 Very Low, 1.10-2.00 Low, 2.10-3.00 Moderate, 3.10-4.00 High, 4.10-5.00 Very High

From the table 4.8 above the respondents were asked whether Feedback concerning them is done confidentially; of the total respondents 2.8% strongly agreed, while 47.9% agreed, 2.8% were neutral, while 46.5% disagreed and 0% strongly disagreed. This implies that the majority, 75.9 % of the respondents were in support that Feedback concerning them is done confidentially to employees from the statistics above with overall mean of 3.07 and STD of 1.03. This implies a positive aspect in comparison to the 46.5% who answered in negative with this aspect of the study. The 2.8% who were neutral and 75.9% % who are satisfied communicates a need to improve in the performance management technique cater for those who disagreed or could just have feared to expose their supervisors in their feedback being not confidential. Thus, from the findings above it provides a key indication of how confidential feedback is important at Kapchorwa District Local Government.

In a bid to understand whether feedback on employee results is given to them clearly the study revealed that; of the total respondents, 32.4% strongly agreed, while 45.1% agreed, 8.5% were neutral, while 11.3% disagreed and 2.8% strongly disagreed. This analysis could imply that to a greater extent majority 77.5% of the respondents appreciate the clarity of feedback on their results

while 14.1% disagreed and while 8.5% were neutral (see Table 4.8). From the statistics above this could imply that employees appreciate clarity of feedback on their results and this aspect needs to be maintained by Kapchorwa District Local Government.

The findings are supported by interview results where one interviewee said;

“In reality when an employee is offered clear feedback he or she has to find out ways to improve in areas of poor performance something that is upheld and sought after by all junior management staff from their senior managers. (Key informant F, 12th December 2024)

This is a critical indicator for the local government to be upheld as it is critical in enhancing employee performance

In table 4.8, it was asked whether Feedback on employee results is key to their performance; of the total respondents 16.9% strongly agreed, while 46.5% agreed, 9.9% were neutral, while 19.7% disagreed and 7% strongly disagreed. This implies that the majority, 63.4% of the respondents were in approval that Feedback on employee results is key to their performance while 26.7% disagreed and 9.9 % said they were neutral. This analysis implies that majority of the respondents appreciate that Feedback on their results which is key to performance so feedback should be upheld by Kapchorwa District Local Government. The respondents who disagreed could mean they do not want feedback especially those who know they are poor performers hence supervisors need to devise ways to improve on such category of respondents.

The respondents were asked whether Feedback espouse employee working hard. The results from the study revealed that, of the total respondents, 28.8% strongly agreed, while 49.3% agreed, 2.8% were neutral, while 21.1% disagreed and 0% strongly disagreed. This implies that the majority, 78.1% of the respondents agreed as shown by the statistics with overall mean of 3.81 which high and STD of 1.05 (see Table 4.8). From these statistics the 78.1% implies that Feedback espouses employee working hard which is key to espouse working hard and needs to be upheld by the Kapchorwa District Local Government.

In a bid to examine whether feedback by employee supervisor is done efficiently. Of the total respondents 32.4% strongly agreed, while 45.1% agreed, 2.8% were neutral, while 5.6% disagreed

and 14.1% strongly disagreed. This implies that majority of the respondents stated that Feedback by my supervisor is done efficiently with overall mean of 3.76 which is high and STD of 1.34. This is a key aspect in espousing employee performance and needs to be under consideration by the Kapchorwa District Local Government.

The findings are supported by interview results where one interviewee said;

“Thus, is critical to all employees because if there is no efficiently in dissemination of feedback we will affect delivery of output and in the end our objectives will not be met. This is something which is done and has to be held with utmost importance (Key informant F, 12th December 2024)

This is a critical indicator for the local government to be upheld as it is critical in enhancing employee performance.

Respondents were asked whether Feedback helps me to understand my expectations. Of the total respondents 2.8% strongly agreed, while 9.9% agreed, 12.7% were neutral, while 43.3% disagreed and 32.4% strongly disagreed with a moderate overall mean of 2.08 and STD of 1.05. This implies that Feedback does not help staff understand their expectations which is a key aspect in employee performance to be noted by the Kapchorwa District Local Government. This is a signal to all supervisors to put more emphasis on feedback which is very key in performance improvement in KDLG

In an effort to understand whether employees are contented with the feedback process before, during and after appraisal; of the total respondents 35.2% strongly agreed, while 39.4% agreed, 8.5% were neutral, while 11.3% disagreed and 5.6% strongly disagreed. This implies that the majority, 74.6% of the respondents was contented with feedback process before and after appraisal which is key to their performance while 16.9% disagreed and 8.5% said they were neutral with the overall mean of 3.87 and STD of 1.18 which was high (see Table 4.8). This analysis implies that majority of the respondents appreciate that Feedback process before and after which is key to performance so such practice should be upheld by Kapchorwa District Local Government. The respondents who disagreed could mean that they are not comfortable with feedback before and after especially those who know they are poor performers hence supervisors need to devise ways to improve on such category of respondents.

4.7.2 The effect of result dissemination and Employees' Performance in KDLG

The researcher proceeded to statistically examine whether result dissemination has a significant effect on employee performance. This was guided by the following research question:

“What is the effect of Results dissemination on Employees Performance.?”

Table 3.9 Summary Model on the effect of dissemination on employee performance in KDLG

Model Summary

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.916 ^a	.840	.837	.31238	.840	361.611	1	69	.000

a. Predictors: (Constant), Results dissemination

Analysis in the model summary from the table above reveals that $R^2 = 0.840$ ($0.840 \times 100 = 84.0\%$) which shows a strong positive effect of results dissemination on employee performance at KDLG. Hence the model summary (R Square) indicates high employee performance as a result of results dissemination. In order to explain the percentage of variation in the dependent variable (employee performance) as explained by the independent variables, the researcher established that the independent variable (results dissemination) contributed to 84% of the variation in the employee performance as explained by R^2 of 0.840 which shows that the model is the good prediction. It reveals that results dissemination explains 0.840 or 84 percent of the employee performance while 16 percent is explained by other factors beyond results dissemination not covered in this study.

Table 4.10: Results of Analysis of Variance of Results dissemination and employee performance

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	35.286	1	35.286	361.611	.000 ^b
	Residual	6.733	69	.098		
	Total	42.018	70			

a. Dependent Variable: employee performance

b. Predictors: (Constant), Results dissemination

The table 12 revealed that, results dissemination significantly influences employee performance of KDLG at $F = 361.611$, $p = 0.000$. This shows that there is a positive significant effect of results dissemination on employee performance of KDLG.

Table 4.11 Regression results showing effect of results dissemination on employee performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.804	.127		6.309	.000
	Results dissemination	.819	.043	.916	19.016	.000

a. Dependent Variable: Employee performance

It can be observed that the regression results from the above reveal the magnitude and nature of the effect the independent variable; (results dissemination), on the dependent variable; employee performance in KDLG. Results dissemination has a great effect on employee performance of

KDLG with a Beta value (Beta = 0.916), t value (t = 19.016) and significance level (p = 0.000). This implies that for every unit rise in results dissemination enhancement, there is almost one unit rise in employee performance 91.6% ($\beta = 0.916$) which is statistically good fit. These quantitative findings are in line with a key informant when he responded to the question of whether supplier selection affects procurement performance. He said;

“Result dissemination will in one way affect employee performance if it’s done poorly there are negative consequences and vice versa”.

Research findings from correlation analysis established that Result dissemination has a moderate positive statistically significant relationship with employee performance. Findings from regression analysis further affirmed that Result dissemination has a significant positive effect on employee performance. Therefore, answers the research question *“What is the effect of results dissemination on Employees Performance?”*

4.8 Multiple regression results

This subsection gives results for the regression of all the independent variables (performance measurements, committees and competency on the dependent variable (organizational performance) of KDLG.

Multiple regression for all predictors and dependent variable

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.980 ^a	.961	.959	.15644	.961	549.980	3	67	.000

a. Predictors: (Constant), Performance standards, Performance measurements, Results dissemination

To respond to the general objective of the study, findings in the multiple regression table above reveals that, R^2 value = 0.961 ($0.961 * 100 = 96.1\%$). The study shows that performance appraisal has a strong positive effect on employee performance. In order to explain the percentage of variation in the dependent variable (employee performance) as explained by the independent variables, the researcher established that the independent variables (performance standards, performance measurements and results dissemination) contributed to 96.1% of the variation in the employee performance as explained by R^2 of 0.961 which shows that the model is the good prediction. It reveals that performance appraisal explains 0.961 or 96.1 percent of employee while 3.9 percent is explained by other factors not covered in this study.

This therefore answers the research question; *what is the effect of Performance appraisal on Employee performance?*

Table 4.12: Results from Analysis of variance of all predictors and dependent variable

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.379	3	13.460	549.980	.000 ^b
	Residual	1.640	67	.024		
	Total	42.018	70			

a. Dependent Variable: employee Performance

b. Predictors: (Constant), Performance standards, Performance measurements, Results dissemination

The table 4.12 above revealed that, performance standards, performance measurements, results dissemination significantly influences performance of KDLG at $F = 549.980$, $p = 0.000$. This shows that there is a significant relationship between performance standards, performance measurements, results dissemination and employee performance of KDLG.

Table 4.13 Multiple regression results for all predictors and dependent variable

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.885	.101		8.785	.000
Performance standards	.275	.087	.351	3.141	.003
Performance measurements	-.203	.075	-.227	-2.700	.009
Results dissemination	.603	.096	.850	6.295	.000

a. Dependent Variable: Employee Performance

The magnitude and effect of the various variables of the study as per the above table can be observed as follows: firstly, results dissemination has the most significant effect on employee performance of KDLG because it has the highest Beta value (Beta = 0.850), t value (t = 6.295) and significance level (p = 0.000). Secondly, performance standards affect employee performance of KDLG with the next most intensive impact by virtue of its Beta value (Beta = 0.351), t value (t = 3.141) and significance level (p = 0.003) as seen in Table 4.13. Performance measurements has the least and negative effect on performance of KDLG with a Beta value (Beta = -0.227), t value (t = -0.2700) and high acceptable significance level (p = 0.009). It can be concluded that most independent variables have a positive significant effect on employee performance in KDLG.

However, one independent variable; performance measurement had a negative effect on employee performance. This implies that as performance measure increases, employee's performance decreases, which is a negative outcome. This could have happened because performance measure was poorly designed or implemented, leading to negative impacts such as; increased pressure, unfair assessment, lack of feedback among others.

CHAPTER FIVE

SUMMARY, DISCUSSION OF THE FINDINGS

5.0 Introduction

This chapter presents the summary and discussions got from the research findings guided by the research general objective and specific objectives. The specific objectives were as follows: to establish how performance standards affect employees' performance; to determine the effect of the performance measurement on employees' performance and to establish the effect of result dissemination on employees' performance in KDLG.

5.1 Summary of the findings

The purpose of the study was to investigate the effect of performance appraisal on employees' performance in organizations using a case study of Kapchorwa District Local Government. There were three independent variables, namely; Performance standards, Performance measurement and Result dissemination, while employee performance was the dependent variable. Data was analyzed by use of frequencies (both absolute values and percentages), means and standard deviations to describe and summarize the findings, and model summaries and regression analysis to answer the research questions. The findings from the study indicated that;

5.1.0 Status of Employee performance at KDLG

The overall average mean was mean=2.654 and standard deviation of (SDV= 1.242) which were both moderate indicating that the employee's performance at KDLG was moderate and needs some level of improvement.

This was in line the qualitative analysis where one of key informants, had this to say:

KDLG is performing poorly, both short term and long goals and this has led to stakeholder dissatisfaction. As such the organization can no longer be able to meet its goals.

Further, one key informant said; *KDLG has failed to deliver crucial quality services in health and education to the poor and most vulnerable persons within communities. Key informant D, 4th December, 2024)*

5.1.1 The effect of performance standards on employee performance;

Findings from descriptive statistics indicated that on average the respondents agreed there is a criteria of setting performance standards, to a great extent the performance standards are clear, the performance standards are specific to employee roles, the performance standards fit purpose of employee roles, and the performance standards empower employees with a high overall mean of 3.536. However, it was also revealed that some issues need to improve like the performance standards to empower employee eccentric. Further findings indicated that there was a statistically significant positive relationship between performance standards and employee performance with a Beta value of 0.351 which was the highest contributor to employee performance. Further findings indicated that there was a statistically significant positive effect of performance standards on employee performance with a Beta value of 0.351 at P=0.003 and was the second highest contributor to employee performances in KDLG

This agreed with Kagotho (2017) whose research study to determine the effect of PA process on employee performance in the healthcare sector in Kenya, revealed that an overwhelming majority of participants agreed that the PA process has a significant influence in the overall performance of the employees and that the PA process is critically important for the identification of relevant

employee training programs that may help improve employees' skills and potential. In the same study, majority of the participants also indicated that the PA process positively affect employee performance to a greater extent, performance standards being one the PS processes

5.1.2 The effect of performance measurement on employee performance;

Findings from the study descriptive statistics indicated that on average with overall mean of 3.536 the respondents agreed to the statements which used to measure performance measurement which need to be upheld; performance measurement is a useful exercise to employees, performance measurement uses standard techniques ,performance measurement offers value to work to employees, performance measurement delivers a true picture to employees, performance measurement reveals causes and effect of poor performance and performance measurement espouses working hard. However, the study findings also revealed that some issues need to be worked on like; performance measurement to done tactfully to ensure clarity.

Further findings indicated that there was a moderate statistically significant positive effect of performance measurements on employee performance with a Beta value of -0.227 with a positive significance level at $P=0.009$ which was the least contributor to employee performances in KDLG.

The findings agree with, Almulaiki (2023), who posits that if performance management is done properly within a particular organization, it will help employees to quickly improve their skills, potential and abilities which will help them perform to the best of their capabilities. The primary objective of almost every organization is to earn large profit returns and produce better and quality service to their clients and other relevant stakeholders through their human capital as well as knowledge assets, this can only be done when these human capital and knowledge assets are highly motivated to perform well within various organizations. Such is also the case in the public institutions where employee performance is of paramount importance as various entities are

always in constant competition to be ranked amongst the best both nationally and internationally through best performance.

Performance management is often associated with other aspects, such as improving people's motivation levels and engaging them in ongoing changes, participation in plan formulation and performance evaluation, performance counseling, the use of performance information in the decision-making process, improving the assessment of programme effectiveness, recognizing and celebrating successes and demonstrating value to stakeholders (Ateh et al., Citation2020; Behn, Citation2003; Brusca et al., Citation2017; Plaček et al., Citation2020; Rabovsky, Citation2014).

5.1.3 The effect of result dissemination on employee performance;

The study findings indicated that on average the respondents agreed to the statements used to measure to measure result dissemination as Result dissemination is key in enhancing performance with an overall mean of 2.82 which was rated moderate. However, the study findings also revealed that some measures in place need to be maintained and improved slightly to very high like; Result dissemination to espouse working hard and Result dissemination to be done efficiently , Result dissemination to done confidentially to employees' performance However Result dissemination need to be done tactfully to help employees understand their expectations Further findings indicated that there was a statistically significant positive effect of result dissemination on employee performance with a Beta value of 0.850 at P=0.000 and was the highest contributor to employee performances in KDLG

The study findings agreed a study conducted by Hamidi (2023) to assess the impact of PA on employee's job satisfaction and organizational behaviour noted that the experience of a positive PA raises employees' sense of self-worth and accomplishment thus fostering trust in the legitimacy of the process. The study further emphasized the need to give feedback to employees, defining goals and encouraging employee involvement.

The findings on descriptive statistics on confidential feedback agree with, MTI (2021) whose findings also noted some disadvantages associated with PMS. One of the disadvantages that have been noted is that PMS can be time-consuming for managers (especially from big entities) who

will have to spend plenty of time writing employees' performance reviews. Another disadvantage is that PMS outcomes tend to discourage employees. If the review outcomes from PMS are not a pleasant experience or may not be the true reflection of the employee's performance, this may demotivate and discourage that employee. PMS as a human-made system is not immune to errors, and these errors may also cause more damage than good to employees' motivation and thus affecting their performance in the process. A study by Lunenburg (2012) discovered that some of these errors include leniency or strictness, halo effect, and central tendency.

The above findings still further agree, MIT (2021) who posits that the pros of PA include providing workers with valuable feedback. This feedback is important as it reveals where employees are doing well as well as where they are lacking. Feedback also helps managers/supervisors to come up with appropriate tips, training, and development programs to help improve their employees' performance. Another advantage of PMS is that managers/supervisors can easily access the PA history record which is not always negative, and this can be used to encourage and celebrate employees' successes within an organization, and this may often result in motivated and happier employees. Another advantage noted by MTI (2021) is that it opens a door for manager/employee engagement. If used properly, PMS can be a powerful foundation and a strategic tool for employees to achieve their goals and ambitions and for the organization to accomplish its important financial goals (Hervie, Illes and Dunay, 2021)

5.2.0 Discussion of the findings

In this section the researcher discusses the findings of the study according to the study objectives

5.2.1 The effect of performance standards on employee performance;

Under objective one, the study findings revealed that performance standards have a statistically significant relationship with employee performance. According to Anderson (2002) he agrees that performance appraisal have the equal probability of having a good impact on the organization as well as on employee performance. Further Fletcher and Bailey (2003), he approves that managers are perfectly capable of forming judgments of employee performance that are accurate if their

rating is accurate and not a reflection of a deliberate conscious process of distortion used to serve the rater's agenda and not unconscious bias or error". According to Atkins and Wood (2002), it is asserted that negative information is less likely to be conveyed than positive information. Hunt (2005), further correlates with the findings and says that in performance appraisal policy, managers should use ratings to achieve goals that enhance accurate employee performance ratings and should motivate an employee without fear of conflicting with poor performing employees.

5.1.2 The effect of Performance measurement and Employees Performance

In regards to objective two, the study findings revealed that Performance measurement have a statistically significant negative on employee performance. The findings agreed with Cook and Crossman (2004), who posits that Performance measurement might be a problem if rating inflation appears to be related to the personality of the rater. In situations where, poor supervisor ratings are likely to result in conflict, managers high on the personality dimension agreeableness inflate their ratings much more than those who describe as low on the dimension. He further noted that those managers with high scores on agreeableness rating appear to be particularly keen to avoid conflict situations. Therefore, they tend to inflate their ratings more when they know they will have to continue working with the employee in the future and they are aware that the employee sees his/her as a good performer. Bond and Fox (2007) posits that measuring employee performance is the basis of performance appraisal policy and performance management. Accurate and efficient performance measurement not only forms the basis of an accurate performance review but also gives way to judging and measuring employee potential.

5.2.2 Result dissemination and Employees Performance

Findings from study revealed that Result dissemination significantly affects Employees Performance. According to Freeman (2002), employees often find themselves in situations where they must change direction frequently. Therefore, the employee seeks constant feedback to determine whether the direction they are working is what is expected by the organization. Rechter (2010) contends that the performance feedback for employees must be frequent, accurate, specific and timely. Levinson (2005) highlights that it is becoming increasingly popular for organizations to ask employees to evaluate the performance of their colleagues and it is especially true with the increased focus on the use of teams in the workplace. Wade and Ricardo (2001) agrees with the study findings and highlights that a new approach focuses on coaching and feedback. In such a policy is set up where by the manager and the employee agree upon goals and these goals should be flexible to reflect changing conditions in the economy and workplace and employees should think of their managers as coaches who are there to help them achieve success through accurate and comprehensive feedback.

Further still the findings agree with MTI (2021) who posits that providing workers with valuable feedback is important as it reveals where employees are doing well as well as where they are lacking. Feedback also helps managers/supervisors to come up with appropriate tips, training, and development programs to help improve their employees' performance. Another advantage of PMS is that managers/supervisors can easily access the PA history record which is not always negative, and this can be used to encourage and celebrate employees' successes within an organization, and this may often result in motivated and happier employees. Another advantage noted by MTI (2021) is that it opens a door for manager/employee engagement. If used properly, PMS can be a powerful foundation and a strategic tool for employees to achieve their goals and ambitions and for the organization to accomplish its important non-financial and financial goals (Hervie, Illes and Dunay, 2021)

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.0 Introduction

This chapter presents conclusions and recommendations of the study based on the study objectives

6.1 Conclusions

The conclusions are presented objective by objective on findings of each of the independent variables.

6.2.1 Effect of performance standards on Employees' Performance in KDLG.

The findings revealed that there was a high statistically significant positive relationship performances appraisal and employee performance. The study further established that performance standards was the second largest contributor to employee performance with a Beta value of 0.351 at $P=0.003$.

This therefore answers the research question which stated that: *'What is the effect of performance standards on employee performance?'*

6.2.2 The effect of the performance measurement on Employees' Performance in KDLG

Analysis in the t above reveals that performance measurement had a statistically significant negative effect on employee performance with a Beta value of - 0.227 at $P= 0.009$. This means that it was the least contributor to employee performance in KDLG. This therefore answers the research question which stated that: *'What is the effect of performance measurements on employee performance?'*

6.2.3 The effect of result dissemination on employee performance in KDLG

Analysis in that above reveals that results dissemination had a statistically significant positive effect on employee performance with a Beta value of 0.850 at $P= 0.000$. This means that it was

the highest contributor to employee performance in KDLG. This therefore answers the research question which stated that: *‘What is the effect of results dissemination on employee performance*

6.3.0. Recommendations

The conclusions drawn in the previous sector of this study provided a basis upon which recommendations are being made according to the study objectives basing on the significant factors that were established.

6.3.1 The effect of performance standards on Employee Performance in KDLG

The findings revealed that there is a moderate statistically significant positive relationship between policies and procedures and Employee performance. Local governments can improve employee performance by setting clear, measurable performance standards and goals with Key Performance Indicators (KPIs). They should also provide regular training and feedback, recognize and reward high performance, and foster a supportive and transparent work environment. Investing in technology like performance management software and promoting employee engagement can further drive accountability and overall service delivery improvement

6.3.2 The effect of the performance measurement on Employees’ Performance in KDLG

The findings revealed that performance measurement had negative effect on employee performance but was significant. Local governments can promote employee performance by implementing clear performance standards, providing regular training and feedback, fostering a culture of transparency and accountability, using performance data to inform decision-making and encouraging employee engagement through shared objectives and recognizing their contributions. Utilizing a logic model to define inputs, activities, outputs, and outcomes helps create a robust measurement framework.

6.3.3 The effect of result dissemination on employee performance in KDLG

Findings from descriptive statistics indicated that on average the respondents agreed to the statements used to measure to measure result dissemination. Local governments can promote employee performance by establishing transparent result reporting channels, providing regular and constructive feedback through performance appraisals, and implementing clear communication of expectations and results. Other effective strategies include fostering a supportive work environment, providing career development opportunities, involving employees in decision-making, and implementing reward systems for high performance

6.4 Limitations of the study

First, the researcher analyzed only three variables of the independent variable of the study; indicators (variables) that are believed to have significant influence on employee performance such as goal setting, taking corrective actions were not covered in this study which could be influential but in a more or less significant manner were not analyzed because of the limited finances and time frame of the study.

Secondly, whereas the response rate seemed to be good there was a great delay in returning of the responded on questionnaires from the respondents which also led to the delay in carrying out the data analysis. The researcher overcame this by organizing scheduled visits by research assistant with the respondents such that all the questionnaires are collected.

Thirdly, the response rate for the interview guide was poor because the respondents feared the researcher could go against the ethical principal of anonymity. The researcher explained to the respondents that the research was purely for academic purposes

Fourthly, the researcher anticipated a problem of collecting reliable data from respondent since the topic seems to be more confidential. However, the researcher tried to convince respondents that the information given was to be treated confidentially

Lastly, there was inadequate cooperation from some few respondents especially those who considered the information confidential and were worried of losing their positions in the institution. The researcher assured the respondents of confidentiality and that it was solely for

academic purposes and presented an introductory letter from Uganda Christian University, Mbale University College.

6.5. Areas of further Research

The study recommends study be carried on;

1. Goal setting and employee performance in local governments
2. Performances appraisal process and performances management.
3. . Performances appraisal techniques and employee performance

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APPENDICES

APPENDIX I: QUESTIONNAIRE FOR RESPONDENTS OF KAPCHORWA DISTRICT LOCAL GOVERNMENT

Dear Respondent,

Introduction

I am **OGWAL JOLLY JOE**, a student pursuing a Master’s Degree of Business Administration and Management (Management option) at Uganda Christian University, Mbale University College. I am conducting a research study on “*Performance Appraisal and Employees Performance in Organizations, Case Study of Kapchorwa District Local Government.*” I kindly request you to spare some of your valuable time and answer these questions given below. The study is strictly for academic purposes and answers given will be treated with utmost confidentiality and anonymous. Your cooperation is highly appreciated, thanks!

Yours Sincerely,

Ogwal Jolly Joe

Instructions:

From Section A to E tick the appropriate answer and fill in the blank spaces provided:

SECTION A: DEMOGRAPHIC INFORMATION

Please read the guidelines carefully and provide responses honestly in the format requested. Kindly indicate your responses to the following questions by ticking (✓) the appropriate boxes.

A. Background Information.

(i) Position held: Education Officer Medical Officer Community Development Officer Accounts Officer Office Attendant Others (specify).....

(ii) Gender: Male Female

(iii) Age: 20-29 30-39 40-49 50- above

(iv) What level of education have you completed?
 No basic education Primary Secondary Bachelors Masters PHD Others
 (please specify)

(v) How many years have you spent working in this position?

Less than 1 year 1 – 3 years 4 – 6 years 7 – 10 years More than 10 years

SECTION B: How Performance Standards Affect Employees Performance in Organizations

Please tick (✓) the box with the corresponding attribute to indicate what your personal assessment of the appropriate response.

Strongly Agree (SA), Agree (A), Not Sure (NS), Disagree (D) and Strongly Disagree (SD)

The effect of Performance standards on Employee performance in KDLG

Performance standards	SA	A	N	D	SD	Mean	Std. D	Comments
There is a criteria of setting performance standards								
Performance standards are clear								
Performance standards are specific to my roles								
Performance standards fit the purpose of my roles								
Performance standards empower me to perform								
Performance standards are central to my roles								

Performance standard are my strengths and weakness on my job								
--	--	--	--	--	--	--	--	--

SECTION C: How Performance Measurements Affect Employees Performance in

Organizations Please tick (√) the box with the corresponding attribute to indicate what your personal assessment of the appropriate response. Strongly Agree (SA), Agree (A), Not Sure (NS), Disagree (D) and Strongly Disagree (SD)

The effect of Performance measurement on Employee performance in KDLG

Performance measurement	SA	A	N	D	SD	Mea n	Std. D	Commen t
Performance measurements use standard techniques								
Performance measurements is done with clarity								
Performance management is done confidentially								
Performance measurement is unbiased to me as an individual								
Performance measurement espouses working hard								
Performance measurement delivers true picture of my performance								
Performance measurement reveals causes and effect of poor performance								

SECTION d: How Results Dissemination Affect Employees Performance in Organizations

Please tick (√) the box with the corresponding attribute to indicate what your personal assessment of the appropriate response. Strongly Agree (SA), Agree (A), Not Sure (NS), Disagree (D) and Strongly Disagree (SD)

The effect of Results dissemination on Employee Performance in KDLG

Results dissemination	SA	A	N	D	SD	Mean	Std. D	Comments
Feedback concerning me is done confidentially								
Feedback on my work is clearly given to me								
Feedback on my results is key to my performance								
Feedback by my supervisor is done efficiently								
Feedback helps me understand my expectations								
Performance espouses my hard working								
Employees are contented with the feedback process before, during and after appraisal								
Valid N (listwise)								

SECTION E: Employees Performance in Organizations

Employee Performance in KDLG

Employee Performance	SA	A	N	D	SD	Mean	Std. D	Comment
I always meet quality standards								
I always meet the set goals of the department								
My quality of work has improved over time								
I meet deadlines in making submissions								

In my department employees are fast in delivering services								
I meet my set objectives of my department								
There is value for money due to employee performance								

APPENDIX II: INTERVIEW GUIDE FOR CAO AND PLANNER OF KAPCHORWA DISTRICT LOCAL GOVERNMENT

Dear Respondent,

I am **OGWAL JOLLY JOE**, a student pursuing a Master's Degree in Business Administration of Uganda Christian University, Mbale University College and I am conducting a research study on "*Performance Appraisal and Employees Performance: A Case of Kapchorwa District Local Government.*" I kindly request you to spare some of your valuable time and answer these questions given below. The study is strictly for academic purposes and answers given will be treated with utmost confidentiality and anonymous. Your cooperation is highly appreciated, thanks!

Interview Questions:

1. Which Performance standards are set in enhancing employees Performance at Kapchorwa District Local Government
2. What is the effect of Performance measurement on Employees Performance at Kapchorwa District Local Government?
3. How does Result dissemination influence on Employees Performance at Kapchorwa District Local Government?
4. Comment on Employees Performance measures used in Kapchorwa District local Government.
5. What is the contribution of Performance standards towards Employees Performance at Kapchorwa District Local Government?
6. In your view, comment on Employees Performance at Kapchorwa District Local Government?

END
Thank you

Data Introductory Letter



UGANDA CHRISTIAN UNIVERSITY, MBALE UNIVERSITY COLLEGE.
A Centre of Excellence in the Heart of Africa

BUSINESS DEPARTMENT

To CAO
KAPCHORWA

Received and permission granted to him to proceed and collect data.

3rd/9/2024
KAPCHORWA
CHIEF ADMINISTRATIVE OFFICER

Dear Sir/Madam,

Re: Academic Research

Christian greetings!

We are honored to introduce to you Mr. Mrs./Miss OGWAL JOLLY JOE
Of Registration Number; S22/MUC/MBA/010 pursuing a Masters' Degree/Postgraduate Diploma / Bachelor's Degree
MASTERS DEGREE

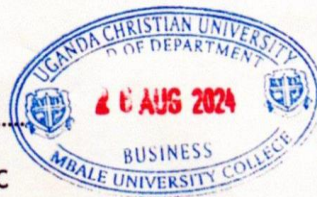
He/ she is required to carry out an academic research on the topic
PERFORMANCE APPRAVAL AND EMPLOYEES PERFORMANCE IN LOCAL GOVERNMENT IN EASTERN UGANDA

and thereafter produce a well bound hard cover research report (MAROON) in color for undergraduate and three (BLACK) copies for Postgraduate students as a University requirement for the award of a degree/diploma in the academic discipline that he / she is pursuing.

We shall be grateful for the help you may offer to him or her accordingly.
Thank you.
Yours faithfully,

H.O

Henry Omache
Head of Business Department UCU-MUC





UGANDA CHRISTIAN UNIVERSITY

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UGANDA CHRISTIAN UNIVERSITY

SCHOOL OF RESEARCH & POSTGRADUATE STUDIES

DISSERTATION CORRECTION COMPLIANCE REPORT BY THE CANDIDATE (POST VIVA FORM)

Date: 14th-09-2025

Name of Candidate: OGWAL JOLLY JOE

Reg. No: S22/MUC/MBA/010

Title of Dissertation: PERFORMANCE APPRAISAL AND EMPLOYEES PERFORMANCE IN LOCAL GOVERNMENTS IN EASTERN UGANDA: A CASE OF KAPCHORWA DISTRICT LOCAL GOVERNMENT

SN	COMMENTS BY EXTERNAL EXAMINER	ACTION TAKEN	INDICATOR
1	Redraft the abstract to clearly summarize the problem, methodology, key findings, and implications within 300 words	The abstract was reduced to summarize the problem, methodology, key findings, and implications. Its 260 words	Check roman numerals xiii as per final submission.
2	Proofread the entire dissertation to correct grammatical errors, punctuation mistakes, and awkward sentence structures.	Proofreading and correction of grammatical errors were done as advised.	The entire dissertation.

3	Improve clarity and remove redundant statements, particularly in Chapters One and Two.	This action was done throughout the document but in particulars Chapters One and Two.	Chapters one and two and others as well were handled.
4	Standardize formatting across all chapters, including headings, table and figure numbering, and spacing.	Successfully handled as directed.	Crosscheck table of content on romans (v)
5	Integrate the Expectancy Theory and Balanced Scorecard more meaningfully throughout the literature review.	The Expectancy Theory and Balanced Scorecard was expanded and more explained as per the indicated areas.	Pages 5, 6 and also on pages 16, 19 expectancy theory has been integrated.
6	Correct referencing inconsistencies and apply APA citation style uniformly throughout the document	APA citation style was clearly aligned and greatly improved as the supervisors comment	Pages 78-87
7	Provide more reflective and actionable recommendations in Chapter Six	At first, recommendations were generalized but given the guide raised by external supervisor, these were clearly expounded and were made based on the study objectives	Pages 75 of the final document.
8	Expand the discussion on validity, reliability, and ethical considerations in Chapter Three	Some of the areas in the last copy submitted was still in proposal form, validity and reliability was not well articulated, therefore, based on the comment raised by supervisor, these areas were enhanced, validity and reliability well expanded and explained.	Page 33.
9	Align the Table of Contents with actual chapter headings, subheadings, and page numbers	The Table of Contents was well aligned and actual chapter headings, subheadings, and page numbers well numbered.	Roma numerals v-ix

SN	COMMENTS BY INTERNAL EXAMINER	ACTION TAKEN	INDICATOR
1	Abstract, Declaration, Dedication, Acknowledgement, Table of contents, List of Tables, Figures, appendices, Acronyms and abbreviations are all well captured in the document. However, the list of figures is missing	List of figures added	Numeral xi
2	The Theoretical background should introduce two or more other theories before determining which theory is appropriate for this study. And not merely concluding that the Balanced Scorecard theory was paramount in this study while others had flaws. In regards to conceptual background, candidate should bring out own definition of operating terms while the contextual background should focus on scope of the study	Theories like the expectancy theory introduced in the theoretical background of study Definition of key terms addressed for example, performance appraisal was defined, Human resource management was defined in the conceptual framework	Check pages 5 and 6.
3	The candidate should connect the problem statement as it makes the reader feel, statements were picked and pasted with less regard the readership. Similarly, the statistics should not be generalized but geographical scope. There is need to update the statement of the problem to reflect a past study	This was surely done; the problem statement was updated as this would make the reader feel it. The study was backed up by the past studies of T. Christopher et al., 2024, Brian et al., 2024 and Faridah et al., 2023.	Page 10
4	The candidate does not present highlights of the gaps per reviewed objective as well as the general summary of the literature. The lack of the research gaps means the study is not	Gaps were identified and addressed.	Page 14 and 27

	worth being conducted.		
5	This section (Chapter three) is fairly presented but in many areas is still in proposal form. Besides, it needs to be revisited to address the research tools while the validity and reliability areas need attention as the is no determination of validity and reliability section hinges on made up statements with a total disconnect from the questionnaire and the results	This was observed even with the external supervisor, however, the highlighted areas were well looked at in the final report.	Page 33

SN	COMMENTS BY VIVA VOCE PANNEL	ACTION TAKEN	INDICATOR
1	Chapter Four: The researcher had conducted regressions before running correlation matrices.	Correlation matrices have been included in the final work.	Check Chapter Four.
2	The Researcher had not ably explained the meaning of the negative dependent variable of beta -0.227 as effect of performance measurement on employee performance.	The researcher did extensive analysis and concluded that, as the use of performance measurement increases, employee's performance decreases, which is a negative outcome. This could have happened because performance measure was poorly designed or implemented, leading to leading to negative impacts such as; increased pressure, unfair assessment, lack of feedback among others.	Page 65
3	The team noted that, the researcher's total for the Beta value obtained was more than 100%, he was thus tasked to recalculate.	Recalculations were done and confirmed that the overall total for beta value obtained is 0.974 nor more than 100.	Page 65
4	The researcher had based on the mean and standard deviations to make conclusions. The team noted that, it is	Conclusions basing on beta values obtained were done for all the independent variables.	Page 65

	only the beta values that are used for making conclusions.		
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Original JONNY JOE SIGNED 

MR OMACHE HENRY : 

Candidate's Name Date: 15th-9-2025

Supervisor's Name Date : 20th-9-2025