

**THE EFFECT OF PERFORMANCE APPRAISAL METHODS ON EMPLOYEE  
PERFORMANCE: A CASE OF NATIONAL WATER AND SEWERAGE  
CORPORATION, IN THE TESO SUB REGION, UGANDA**

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT  
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**UGANDA CHRISTIAN  
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**DECLARATION**

I, **Sylvia Alupo**, hereby declare that this study titled “**Performance Appraisal Methods on Employee Performance at NWSC in the Teso sub region.**” is original and has not been submitted for any other degree award in any other university or institution of higher learning.

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**APPROVAL**

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**MR. KABANDA MARTIN**

Signature.....

A handwritten signature in black ink, appearing to read 'M. Kabanda', with a stylized flourish at the end.

Date: 10<sup>th</sup> July, 2025

## **DEDICATION**

To my beloved family for their love, tireless efforts, dedication and support for my education. specifically to my dad, for his endless encouragement and moral support throughout this course .

## **ACKNOWLEDGMENT**

Great thanks to the Almighty God for all the provisions throughout this study.

I am highly thankful to my supervisor Mr. Kabanda Martin for his professional guidance and precious time during the supervision of this research work despite his busy schedule. Without his guidance and advice, this work would have been a self-dream.

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## **LIST OF ACRONYMS AND ABBREVIATIONS.**

BARS: Behaviorally Anchored Rating Scales

DV: Dependent Variable

IV: Independent Variable

MBO: Management by objectives

NWSC: National Water and Sewerage Corporation.

PA: Performance Appraisal

PAM: Performance Appraisal Methods

SPSS: Statistical Package for Social Scientists

UCU: Uganda Christian University

## **ABSTRACT**

This study examined the effects of performance appraisal methods on employee performance at NWSC in the Teso sub-region. The objectives of the study were to examine the impact of 360-degree appraisal method on employee performance at NWSC in the Teso sub-region, the impact of management by objectives appraisal method on employee performance at NWSC in the Teso sub-region, and the effect of Behavioral Anchored Rating Scale appraisal method on employee performance at NWSC in the Teso sub-region. The study employed a mixed-methods design, combining both quantitative and qualitative approaches. Structured questionnaires were administered to collect quantitative data, and interview guides were used to gather qualitative data. A sample of 98 respondents was obtained from the targeted population of 130 respondents using Krejcie and Morgan table of population sample determination. This sample population was selected using random sampling and purposive sampling techniques. The data collected were analyzed using the Statistical Package for the Social Sciences (SPSS), and descriptive statistics were generated. Based on the findings, the results revealed a positive and significant impact of the 360-degree appraisal method on employee performance ( $b = 0.206$ ,  $p = 0.001$ ,  $\text{Partial } R^2 = 0.11$ ). Furthermore, the MBO appraisal method had a positive and significant impact on employee performance ( $b = 0.441$ ,  $p < 0.000$ ,  $\text{Partial } R^2 = 0.37$ ). Lastly, the BARS appraisal method had a positive and significant impact on employee performance ( $b = 0.549$ ,  $p = 0.001$ ,  $\text{Partial } R^2 = 0.10$ ). The descriptive and qualitative results indicated a positive and significant impact of these performance appraisal methods on employee performance. The study recommended that further research be conducted on the effects of performance appraisal on employee performance in other contexts, beyond NWSC and regions beyond the Teso sub-region.

## CHAPTER ONE

### INTRODUCTION

#### 1.0 Introduction.

An organization's most valuable asset is its human resources, as its performance significantly improves when employees are both competent and motivated to operate at optimal levels (Bernardin & Wiatrowski, 2013). Performance appraisal is one of the most widely used tools for management, primarily for administrative objectives such as promotions, salary increases, and bonuses. It serves as a mechanism to evaluate employees in a way that supports motivational goals and organizational planning. Zafrullah et al. (2017) state that the human resource management unit plays a crucial role in conducting performance reviews to evaluate employees' strengths and shortcomings, which is necessary for promoting organizational growth and development. At the start of the twentieth century, in 1914, Lord & Taylor initially introduced the concept of performance evaluation.

In the current, intensely competitive business environment, systematically assessing employee performance is crucial to an organization's success. Performance appraisal methods, or PAM, are essential tools for assessing employee contributions, providing feedback, and encouraging professional growth. Businesses use PA, a critical process, to regularly evaluate employee performance. The 360-degree technique, for example, is crucial to the organization's performance, as it provides feedback, acknowledges strengths and weaknesses, and fosters staff development (DeNisi et al., 2017). In recent years, there has been a growing emphasis on the impact of performance appraisal processes on employee performance outcomes. The aim of this study report was to investigate in-depth how PA tactics impact various aspects of employee performance. Performance appraisal processes are crucial for identifying areas where training or development may be needed, supporting underperforming personnel, and rewarding outstanding performance. Additionally, they support the development of advancement and incentive schemes aimed at enhancing overall performance (Alase & Akinbo, 2021).

The purpose of the research investigation was to explore how performance appraisal methods (independent variable) affect employee performance (dependent variable) at the National Water and Sewerage Corporation in the Teso sub-region. Chapter One encompassed the investigation's background, covering historical, theoretical, conceptual, and contextual perspectives. It also

articulated the problem statement, which forms the basis for the study's purpose, along with clearly defined research and questions. This chapter outlined the justification, significance, and conceptual framework of the investigation, concluding with a summary.

### **1.1 Historical Background to the study.**

Performance management, as a concept, has evolved throughout time, reflecting modifications in organizational structures, technological advancements, and shifts in management theories. From its early roots in scientific management to contemporary approaches that emphasize employee development and engagement, the history of performance management offers valuable insights into its evolution and implementation. Modern interest in matters of employee performance dates back to the late 1970s when Dr. Aubrey described performance management as “Changing behavior that drives Organizational Effectiveness,” underscoring the importance of behavior-based approaches in shaping employee performance and organizational success. To inspire workers and reinforce desired behaviors, he championed the use of continuous feedback and positive reinforcement.

Practices for performance management (PM) evolved in the mid-20th century to incorporate employee development programs alongside broader organizational objectives. Prominent management theorists, such as Peter Drucker, emphasized the importance of aligning personal objectives with the primary organizational objectives. In particular, Drucker emphasized the importance of consistent coaching and feedback in improving worker performance. His well-known statement, "What gets measured gets managed," from 1954, underscores the importance of performance measurements in driving organizational success (Drucker, 1954).

By the 1980s, it was clear that the emphasis on employee performance (EP) had evolved beyond scholarly debates to become a top concern for governments worldwide. Many performance management (PM) systems were created, embraced, and implemented in the organizational and general public sectors during the late 1980s and early 1990s. There were significant developments in PM theories and techniques throughout this time. Notably, Management by Objectives (MBO) gained popularity, encouraging managers and staff to collaborate in setting goals to improve performance. Furthermore, Kaplan and Norton's introduction of the Balanced Scorecard in the early 1990s transformed performance evaluation by combining financial and non-financial criteria to provide a more comprehensive assessment of organizational performance (OP).

In the twenty-first century, PM continued to evolve in response to shifting business conditions and labor dynamics. Organizations began focusing on continuous feedback and development instead of evaluation after realizing the importance of employee engagement and fostering a culture of continuous improvement. Bernardin et al. (2019) emphasized the importance of strengths-based performance management in maximizing employee potential and advancing organizational success. They called for a shift from correcting inadequacies to harnessing individual strengths, citing empirical evidence of its positive benefits on employee engagement and performance.

Performance management in Uganda has undergone significant changes over time, driven by both internal and external factors. The socioeconomic and political climate, as well as global management trends, have impacted the country's performance management environment. Before Uganda gained its independence in 1962, PM practices were rather straightforward and diffuse. Traditional leadership structures in local communities were significant. Then, under Idi Amin's administration (1971–1979), Uganda experienced economic hardship and political upheaval, resulting in rampant corruption and the erosion of governance structures. During this period, PM practices suffered in all areas.

Uganda continues to enhance its performance management practices to this day through the use of performance contracts, strategic planning frameworks, and performance appraisal systems. Capacity building, institutional coordination, and data quality remain persistent challenges. The COVID-19 epidemic has also presented new issues for performance management, requiring adaptable strategies to mitigate its impact on behavior and performance.

## **1.2 Theoretical Background**

### **1.2.1 Goal Setting Theory**

According to Edwin Locke and Gary Latham's "Goal Setting Theory," which was established in the 1960s and 1970s, "setting clear and difficult goals leads to higher performance than setting vague or easy goals" (Locke & Latham, 2019). One of the most influential theories in the fields of management and organizational psychology is still this one.

Clarity and focus are two key ways that goal-setting influences behavior, according to goal-setting theory. Locke and Latham (2019) assert that "specific goals provide clarity and focus by directing attention and effort toward achieving a particular outcome." When goals are clear, people are better able to allocate resources and establish priorities. Locke and Latham (2019) state that "Challenging goals stimulate motivation and effort." Perceived achievable yet challenging objectives inspire people to put forth more effort and overcome obstacles. As stated by Locke and Latham (2019), goals serve as benchmarks for performance evaluation. People can adjust their strategies and behaviors to stay on course or make the necessary adjustments when they receive feedback on how successfully they are achieving their goals. Public commitment to goals increases individuals' commitment to achieving them (Locke and Latham, 2019). When goals are made public or shared with others, people are more likely to follow through on them because they feel a greater sense of accountability.

Research on goal-setting theory has expanded over time to encompass applications in healthcare, education, sports, and personal development. Setting goals has been extensively researched because it can boost job performance, enhance academic performance, and promote changes in health-related behaviors. Furthermore, new developments in technology have made it simpler to implement goal-setting interventions through mobile applications and digital platforms. With the goalsetting, monitoring, and management tools available on these platforms, users can receive personalized feedback and track their progress in real-time. Despite the widespread popularity of Goal Setting Theory, researchers are currently looking into its boundary conditions and modifiers. According to Alsuwaidi et al. (2020), recent research has examined several aspects of goal-setting processes, including goal complexity, goal acceptance, and goal commitment.

Regarding the current study, the theory supports the MBOs method. According to the theory, it suggests that individuals who establish challenging but specific goals have a higher chance of

accomplishing them as opposed to those who establish ambiguous or easily attainable goals, and as such, the current study will seek to understand how management by objectives is applicable in the employee appraisal vis-à-vis employee performance at NWSC in the Teso sub-region. The theory highlights that effective goal setting can facilitate the timely and efficient completion of tasks. Hence, the current study aimed to investigate how setting S.M.A.R.T. goals and communicating them to employees affects their performance at tactical, operational, and strategic levels.

### **1.3 Conceptual Background.**

This study is anchored on two primary concepts that form its conceptual framework: performance appraisal methods as the independent variable and employee performance as the dependent variable. According to Ibeogu et al. (2015), employee performance is a goal-driven procedure aimed at ensuring that individual, group, and organizational goals are achieved. While many organizations prioritize maximizing employee performance, they often neglect allocating sufficient resources to motivate their most valuable asset: employees.

Bond and Fox (2007) noted that employee performance can be measured through organizational outcomes, such as collecting feedback via multiple assessments, including self-assessments, and evaluating the knowledge, skills, and behaviors that contribute to achieving goals and meeting organizational objectives. Rudman (2017) emphasized that employee performance and motivation involve evaluating tasks completed and accomplishments achieved within a set period, based on goals established at the beginning of the period. Therefore, it is crucial for organizations to have a comprehensive performance measurement system to effectively evaluate employee performance.

Achieving satisfactory performance can be challenging without effective performance management measures, such as performance appraisals. Performance management is essential to ensuring that resources are used effectively to achieve goals; therefore, choosing the right approaches is crucial (Asfaw, Argaw, & Bayissa, 2015). Contextual performance, also known as organizational citizenship behavior (OCB), plays a crucial role in an organization's success, in addition to task performance, which involves carrying out important job obligations. To promote a healthy work environment and organizational cohesion, OCB encompasses voluntary activities that support the organization's overall operations, such as assisting coworkers and participating in collaborative efforts (Podsakoff et al., 2019). Moreover, flexible performance is essential in

dynamic work environments. Pulakos et al. (2020) claim that adaptive performance enables employees to thrive in the face of change and uncertainty by combining problem-solving skills, flexibility, and resilience.

Performance appraisal approaches serve as a reference for evaluating and improving both individual and group performance (Choong & Islam, 2020). A different viewpoint stated that "performance assessments are formal evaluations of work performance that are conducted on a regular basis, and the results of the assessment can be used as a basis for decision making on training and development, promotion, succession planning, and incentives." (Kwak, Aboagye, & Grimani, 2019). Performance evaluation methods are structured approaches to evaluating an employee's job performance. These strategies enable companies to make informed decisions about hiring procedures, training needs, promotions, and overall staffing levels. These are some of the most popular methods for conducting performance reviews.

An essential component of human resource management, performance evaluations may be very beneficial to both employers and employees. Numerous studies have consistently shown that the results of performance evaluations can enhance work performance, identify underlying problems in employee performance, and provide training tailored to specific needs (Agarwal, 2016). Performance appraisal can be divided into four categories: self-assessment, behavior assessment, outcomes assessment, and personal character assessment (Helmold & Samara, 2019). Employees are evaluated on their personalities, abilities, and skills in connection with their work performance through personal character assessment. The disadvantage of this approach is that strong personal qualities do not always guarantee superior performance. The second category, behavioral assessment, focuses on employee performance and response to the work process. This approach is often regarded as more effective than personal character evaluations because it provides feedback that is directly tied to performance.

#### **1.4 Contextual Background**

By Decree No. 34, the National Water and Sewerage Corporation (NWSC) was established in 1972 to provide water and sewerage services to the cities of Kampala, Entebbe, and Jinja. Under the NWSC Statute, the corporation was reformed in 1995, gaining greater autonomy and authority. This reorganization expanded its mission to include successfully operating and delivering water and sewer services within its designated areas. The target population of NWSC is 20 million

people, and the organization now covers over 276 towns throughout 95 districts in Uganda. The clientele consists of 29,400 sewer connections and 930,000 water connections. Additionally, the Corporation uses 30,000 Public Standpipes (PSPs) with discounted tariffs to supply water services to underprivileged communities.

The impact of performance reviews on employee performance remains a significant topic in public enterprises. National Water and Sewerage Corporation (NWSC) in Uganda, as a key player in the water and sanitation sector, faces similar challenges. The function of performance appraisals in improving employee productivity and morale is vital to ensure that the corporation meets its service delivery targets and continues to serve a growing population effectively. Therefore, the corporation relies on a performance appraisal that was introduced to manage and enhance its workforce's productivity and efficiency. However, the extent to which NWSC's current performance appraisal methods effectively impact employee performance and overall organizational success has yet to be thoroughly examined.

In the Corporation, there are employees on contract and support staff. The employees on contract have their jobs described, analyzed, and targets set by the HR department. The human resource policy stipulates that only the employees on contract are appraised quarterly, while part-time employees are appraised semi-annually. This distinction in appraisal schedules highlights the corporation's approach to performance management, tailoring evaluation frequency based on employment status.

According to the NWSC annual report for 2021/22, the operating profit increased by UGX 17 billion. However, despite this achievement, Employee performance outcomes fell from 75% in 2020/21 to 65% in 2021/22. As such, NWSC has introduced a quarterly performance appraisal to evaluate employees alongside their performance targets. Performance management is a key element in the public sector in Uganda, linking increased managerial freedom with a heightened emphasis on outputs. This approach requires public organizations, managers, and employees to work together effectively to achieve the desired outcomes. By focusing on measurable results, performance management ensures that both individual and organizational goals align with the broader objectives of public service. Therefore, there was a pressing need to assess the impact of NWSC's performance appraisal methods on employee performance, identifying areas for improvement and guiding strategic enhancements that optimize the system's influence on employee outcomes.

## **1.5 Problem Statement.**

Achieving optimum employee performance is a key outcome of effective performance appraisal, which in turn drives organizational goal attainment. To enhance employee performance, National Water and Sewerage Corporation has implemented several appraisal methods since 2014, including Management by Objectives (MBO), 360-degree feedback, Behaviorally Anchored Rating Scales (BARS), and recognition-based approaches (NWSC Annual Report, 2015). While global literature acknowledges that appraisal methods can influence employee performance. In Uganda, and particularly within Local government institutions such as NWSC, limited research exists on the effectiveness of these appraisal methods compared to the more documented Western contexts. This gap underscores the need to investigate the specific impact of MBO, 360-degree feedback, and BARS on employee performance in NWSC in the Teso sub-region.

## **1.6 Purpose of the study**

The purpose of this investigation was to examine the effect of performance appraisal methods on employee performance at NWSC in the Teso sub-region.

### **1.6.1 Objectives of the study**

- (i) To examine the impact of 360-degrees appraisal method on employee performance at NWSC in the Teso sub-region.
- (ii) To assess the impact of management by objectives appraisal method on employee performance at NWSC in the Teso sub-region.
- (iii) To establish the effect of Behavioral Anchored Rating Scale appraisal method on employee performance at NWSC in the Teso sub-region.

### **1.6.2 Research Questions.**

- (i) What is the impact of 360-degrees on employee performance at NWSC in the Teso sub- region?
- (ii) What is the impact of management by objectives on employee performance at NWSC in the Teso sub-region?
- (iii) What is the effect of Behavioral Anchored Rating Scale appraisal method on employee performance at NWSC in the Teso sub-region?

### **1.6.3 Hypotheses**

The study tested the following hypotheses:

- (i) 360 degrees has a significant impact on employee performance at NWSC in the Teso sub-region.
- (ii) Management by objectives has a significant impact on employee performance at NWSC in the Teso sub-region.
- (iii) Behavioral Anchored Rating Scale appraisal method has a significant effect on employee performance at NWSC in the Teso sub-region.

## **1.7 Scope of Study**

### **1.7.1 Geographical scope**

The geographical scope of this study focused on the National Water and Sewerage Corporation (NWSC) coverage area in the Teso sub-region, located in the Eastern part of Uganda. The region was selected because it represents a rapidly growing service area where NWSC is expanding its infrastructure and operations to meet increasing demands for water and sewerage services. The Teso sub-region is also strategically important due to its administrative and commercial functions, which provide a diverse employee base for studying the effect of performance appraisal methods on performance outcomes. The study primarily covered the NWSC branches in Kumi, Ngora, and Pallisa, which collectively form Kumi area under NWSC's operational jurisdiction. The inclusion of these branches allowed for a comprehensive examination of appraisal practices across different organizational settings within the sub-region. For purposes of comparison and generalizability, the scope was extended to neighboring districts such as Bukedea, Soroti, and Mbale, which share similar socio-economic and organizational contexts. The Teso sub-region was chosen because it offers a representative mix of urbanizing and semi-rural environments, making it suitable for analyzing how performance appraisal methods influence employee performance in diverse operational settings. Furthermore, NWSC actively applies performance appraisal systems to evaluate its employees, making this region a relevant context for investigating how appraisal methods impact employee motivation, productivity, and overall employee performance. The concentration of NWSC infrastructure and employees in this sub-region also provides a sufficient sample size and variability required for robust statistical analysis.

### **1.7.2 Time scope**

The research project began in September 2023 and ran for more than 12 months, ending in August 2025. During this time, the researcher conducted a thorough review of relevant literature, focusing on sources published between 2003 and 2024. The chosen time frame was deemed sufficient to facilitate a comprehensive descriptive study, allowing ample time for data collection, analysis, and interpretation.

### **1.7.3 Content scope**

The research study examined the effect of performance appraisal methods on employees' performance at National Water and Sewerage Corporation in the Teso sub-region. Performance appraisal was studied under three methods specifically, 360-degrees: management by objectives and Behavioral Anchored Rating Scale appraisal method. The study assessed their impact on employee performance at NWSC in the Teso sub-region. Employee performance was tagged on dimensions of: Productivity, Job satisfaction, Motivation, Quality of work and Skill acquisition & development.

## **1.8 Significance**

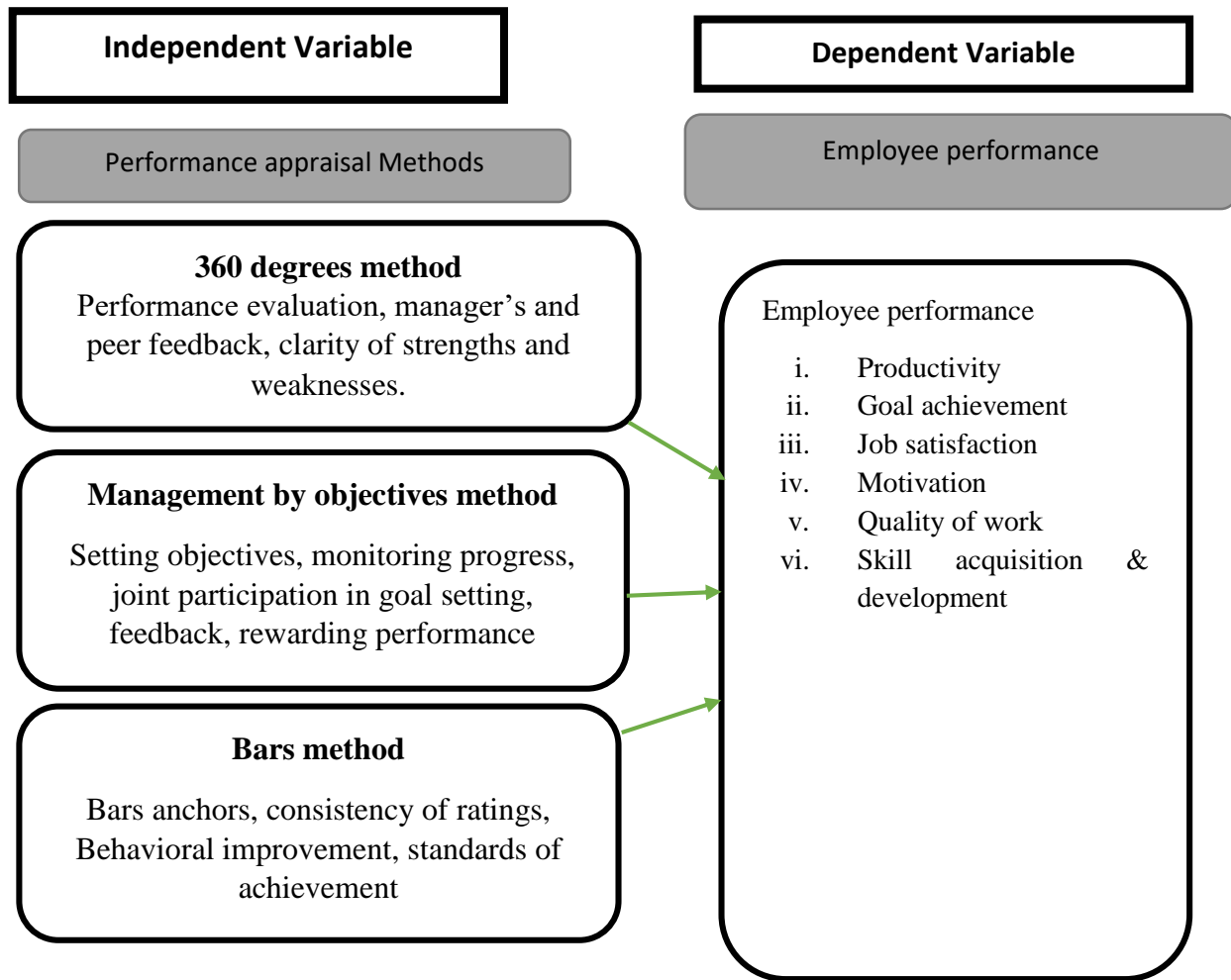
To Managers: In practical terms, the insights and recommendations from this study will help NWSC enhance its performance appraisal system, leading to improved employee motivation, satisfaction, and overall performance. The findings would also help program managers develop effective performance measurement strategies, enabling the organization to determine and implement criteria that should improve personnel appraisal processes, ultimately enhancing employee performance.

To Academia: The findings should contribute to the existing body of knowledge on the effects of performance appraisal methods on employee performance, particularly within the context of the water and sanitation sector in Uganda. Additionally, the investigation's results should offer a valuable foundation for future research on the subject, providing a critical analysis of the field and opening avenues for further exploration.

Significance to Government Policy Makers: For the government, the study should provide valuable insights for developing policies to evaluate the performance of public institutions. It would also contribute to drafting a consolidated regulatory framework for staff appraisal, thereby enhancing the development of more effective and standardized performance management practices within the public sector.

Furthermore, for HR Professionals and Policymakers, the research study would serve as a launch pad for those looking to explore deeper into human resource planning and development. It would provide valuable insights and foresight to management in other organizations before they embark on human resource planning and development, helping them to implement more effective strategies for employee performance appraisal and growth.

## 1.9 Conceptual Framework.



**Figure 1: Conceptual Framework**

**Source:** Goal setting theory (Locke & Latham, 2002) as modulated by the researcher

**Narrative:** The relationship between independent and dependent variables is depicted in the conceptual framework in figure 1 above. Accordingly, the independent variable is performance appraisal methods as well as the underlying variables are the methods i.e., 360-Degree method, and then Management by Objectives and Behavioral anchored rating scale method. On the dependent variable side, the study has employee performance as denoted by: Goal achievement, Productivity, Job satisfaction, Quality of work, Skill acquisition & development and Motivation.

## **1.10 Summary**

In Conclusion, the above chapter provides the study's backdrop, presenting the historical development, theoretical directions for the study, and the conceptual background that highlights the understanding of the study's concepts of independent and dependent variables. Also highlighted the context under which performance appraisal methods are expected to promote employee performance. The next proceeding chapter provides an extensive literature on the research topic.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter provides a review of the literature aimed at addressing the research's objectives. The literature review is organized around these objectives, providing an overview of relevant research, theories, and empirical findings.

#### **2.2 Review of Empirical Literature**

Empirical literature reviews draw conclusions from previous research, emphasizing findings that are measurable and can be observed using established scientific methods (Garson, 2002).

##### **2.2.1 360 degrees on employee performance**

Recently, the 360-degree performance appraisal method has gained popularity in both large and small businesses (Lepsinger et al., 2009). 360-degree feedback is an evaluation method in which management teams solicit feedback from staff members on their performance, behaviors, and reactions from peers, supervisors, and subordinates. The employer evaluates the employees themselves, which helps them improve their work habits and abilities (Espinilla et al., 2013). Additionally, the process incorporates the employee's self-perception in a full-circle, multi-source, multi-rater appraisal system (Grund et al., 2012). According to Idowu (2017), a 360-degree appraisal method comprises four essential assessment indicators. Self-evaluation, immediate supervisor assessment, subordinate assessment, and peer assessment are the four types of assessments. Remarkably, the basic idea underlying the 360-degree performance appraisal method is that using multiple sources results in a substantial amount of performance data about a particular employee, which is more accurate and reflective of their performance (Sahoo & Mishra, 2012). Similarly, the 360-degree appraisal method enables the collection of information about an individual or employee from several perspectives.

Guest (2018) and Khan (2021) argue that effective implementation of a 360-degree appraisal enhances productivity and overall organizational performance. They assert that when performance

expectations are communicated and aligned with organizational goals, employees are more motivated to perform at a higher level. However, there are instances when poorly implemented appraisals negatively impact employee productivity and motivation, and this should be studied to address the existing literature gap.

To measure employee performance, feedback from peers, supervisors, and employees themselves can be collected using a variety of input forms (Mello, 2010). Rudman (2017) asserts that all the viewpoints thus obtained should be appropriately integrated to obtain a comprehensive picture of the workers' performance. Anderson (2018) further asserts that for an organization to reach its objectives, it is essential to consistently evaluate employee performance. This process of effective evaluation involves providing employees with regular feedback and conducting performance reviews based on established goals, while also addressing any challenges they may encounter (Mani, 2002). Rudman (2017) also notes that recognizing achievements in a timely manner can motivate employees and contribute to enhanced performance.

Freeman (2020) explains that employees often face situations requiring them to adjust their course of action, making consistent feedback crucial for understanding whether they are meeting organizational expectations. He further argues that performance appraisals should be prevalent, precise, explicit, and prompt. Levinson (2015) notes that it is becoming more common for organizations to have employees assess the performance of their peers, particularly with the growing emphasis on teamwork. According to Hunt (2005), while peer evaluations are generally seen as offering a more comprehensive view of employee performance, employee acceptance of peer performance appraisals remains relatively low.

Helmold & Samara (2019) highlighted that performance management includes performance assessments designed to enhance productivity and provide ongoing opportunities to evaluate organizational goals. However, various studies have shown that many managers believe performance reviews are not beneficial in achieving business objectives, while employees often view them as burdensome. Their research aimed to assess the effect of performance evaluations on employee productivity in commercial banks in Putrajaya. The investigation employed a survey design, involving 200 participants from two selected commercial banks in Putrajaya. A total

enumeration method was used to determine the sample size. Structured questionnaires were utilized to gather primary data, and the connection between the independent and dependent variables was examined using an ordinary least squares regression model. The findings demonstrated that performance reviews had a significant impact on employee productivity and that both management involvement and performance reviews were crucial in enhancing employee output.

Using Sandhu Life Care Hospital as a case study, Alsuwaidi et al. (2020) investigated the effects of the 360-degree

performance evaluation approach on staff productivity in the healthcare sector in Punjab, India. The study employed a cross-sectional descriptive research design with a sample size of 120 participants, and surveys were the primary means of data collection. The results demonstrate the importance of performance review feedback, which allows employers to assess each worker's performance against established benchmarks and expectations. The findings demonstrate the utility of performance reviews in helping companies compare worker performance to established benchmarks. According to the report, managers should adequately explain to employees the significance of performance reviews, their purpose, and the process.

Using the World Health Organization as a case study, Nufus, Supratikta, Muchtar, and Sunarsi (2020) investigated the effects of the 360-degree performance review approach on employee productivity. The researchers employed a descriptive approach combined with regression analysis to evaluate the impact of performance reviews on worker productivity. According to the findings, firms should routinely analyze employees' goals, successes, time management, and efficiency in order to enhance productivity. The study advised organizations to implement performance evaluation systems to help managers identify training needs, support employees in achieving their goals, provide opportunities for improvement to underperformers, assist with time management and deadline setting, enable informed decision-making regarding promotions and assignments, and promote better employee collaboration. Overall, the study concluded that frequent employee reviews are necessary to increase efficiency.

### **2.2.2 Management by Objectives on Employee Performance.**

Choon et al. (2012) state that Management by Objectives (MBO), which is a program that emphasizes results, is an essential evaluative tool. With this approach, managers, employees, and subordinates collaborate to determine the goals of performance reviews. Creating specific goals for the employee is the first stage in a typical MBO installation. The next step is to develop an action plan that outlines how these goals will be achieved. The employee then executes the action plan, enabling an objective assessment of their performance. When necessary, corrective measures are implemented, and new objectives are established for future improvement (Sillup & Klimberg, 2010).

A significant feature of Management by Objectives (MBO), as highlighted by Huang et al. (2011), is its emphasis on employee involvement and engagement. The concept gained prominence through Peter Drucker, who recognized the essential role of objectives in areas where performance and outcomes directly affect an organization's survival. According to Armstrong (2009), Drucker underscored collaborative goal-setting and self-assessment as core elements of MBO. While Drucker introduced the concept, McGregor, a prominent figure in management, adapted it for comprehensive use as a performance appraisal method. McGregor's version of MBO addressed limitations in customary appraisal systems, such as an overemphasis on personality traits. Instead, McGregor proposed an approach where subordinates establish short-term goals in collaboration with their superiors, and performance is evaluated based on these agreed-upon objectives (Stein, 2010).

The MBO method has been shown to deliver substantial benefits to both organizations and employees (Armstrong, 2009). It enhances objectivity, facilitates two-way feedback, and motivates employees, thereby fostering performance improvement. Similarly, Drucker (2013) highlights that when properly implemented, the MBO approach establishes a performance appraisal system grounded in fairness and efficiency. Supporting this perspective, Huang et al. (2011) argue that adopting MBO significantly enhances productivity, as employees are more inclined to embrace goals that they believe are both reasonable and acceptable. This alignment between employee acceptance and organizational goals serves as a powerful motivator within the MBO framework.

Idowu (2017) asserts that the MBO appraisal method typically involves several key steps. These include setting clear objectives for the employee, creating a detailed action plan to achieve these objectives, and the employee's subsequent implementation of the plan. Similarly, Wachiuri (2017) highlighted that most appraisal methods generally follow a five-step process. Wachiuri's five-step assessment process provides a systematic and comprehensive approach to performance management. By systematically setting goals, monitoring progress, evaluating performance, planning for development, and recognizing achievements, organizations can boost employee motivation and performance, as well as overall organizational success.

Okolocha (2020) examined the impact of Management by Objectives (MBO) on the productivity of Nigerian commercial banks. The study focused on seven commercial banks in Onitsha, Anambra State, using a survey research design. Two hypotheses were evaluated using the least squares method. The findings indicate that employee participation has a favorable influence on organizational productivity; however, for Nigerian commercial banks, this effect was not statistically significant at the 5% significance level. Although it was not statistically significant at the same level, employee remuneration also has a positive impact on productivity. According to the investigation's findings, management should regularly recognize and celebrate staff members' achievements. Similarly, Islami et al. (2018) explored the impact of Management by Objectives (MBO) as a performance appraisal tool on employee satisfaction. Data was collected using a structured questionnaire, involving 172 employees from 13 organizations in Kosovo. Analyses were conducted using independent sample t-tests, ANOVA, and Pearson correlation. The investigation concluded that MBO should be adopted as a performance appraisal approach, as it enhances workforce efficiency. Additionally, it highlighted that individual employee evaluations and clearly defined outcomes are the most critical aspects of MBO activities.

Shaout and Yousif (2014) found this method to be highly effective and advantageous for both organizations and employees. It fosters objectivity and motivates employees to enhance their performance. Similarly, Drucker (2013) emphasized that the method promotes fairness and efficiency, because workers are more inclined to embrace goals they believe are achievable as well as acceptable. However, Armstrong and Taylor (2014) pointed out a limitation of the method: it focuses solely on outputs, making it difficult for the evaluator to observe how employees handle unexpected challenges.

Sadiya (2019) investigated the connection between the objectives set collaboratively by employees and managers, as well as their influence on worker productivity at Vodafone Ghana. The study targeted a population of 50 employees, with data collected through the use of questionnaires. Findings indicated that the dynamic between managers and employees during the objective-setting process was crucial to the outcomes achieved by both workers and the organization. Similarly, Felix (2018) examined the application of Management by Objectives (MBO) as a tool for enhancing the performance of deposit money banks in Yola, Nigeria. Data for the investigation were collected using structured questionnaires administered to employees of select deposit money banks. The study population included 205 permanent and contract staff, and a sample size of 135 was calculated using the Taro Yamane formula. Hypotheses were tested using correlation analysis, and the results demonstrated that employee involvement in establishing goals, assigning authority, and inspiring positively impacted organizational productivity in Yola's deposit money banks.

Brimah et al. (2020) investigated the relationship between Management by Objectives (MBO) and organizational performance at Tuyil Pharmaceutical Company in Ilorin, Nigeria. The Guilford & Flusher (1973) formula was used to determine a sample size of 242 from among the 910 Tuyil Pharmaceuticals personnel who comprised the study's population. Descriptive statistics and Analysis of Variance (ANOVA) were used to analyze the data. The results verified that the application of MBO principles has a high correlation with the business's operational efficacy. The implementation of MBO by school principals in Ebonyi State, Nigeria, was also examined by Nwite (2016). A descriptive survey design, utilizing structured questionnaires, was employed to gather data for this investigation. Means, standard deviation, and t-tests were used to analyze the data at a significance level of 0.05. The findings demonstrated that the use of MBO by male and female principals did not differ significantly. Nonetheless, a significant difference was observed between urban and rural principals, with the former demonstrating a higher level of MBO adoption.

Idoko et al. (2021) investigated the effect of Management by Objectives (MBO) on the performance of Union Bank Plc employees in Enugu. The target participants for the study were 165 senior and junior staff members from nearby Union Bank locations. A total of 153 structured questionnaires were completed and returned by the researchers, who employed a descriptive

survey approach. Content analysis was used to evaluate the validity of the instrument, and reliability testing yielded a coefficient of 0.78. Mean scores were used to analyze the data, and the Z-test was used to test the hypotheses. The results showed that employee commitment was positively impacted by cooperative control, with Z-values ranging from 3.961 to 6.932. Additionally, with the same Z-value range, it was demonstrated that establishing clear goals improved employee timeliness. The study concluded that at Union Bank Plc in Enugu, goal-setting and cooperative control have a significant impact on employee dedication and timeliness.

### **2.2.3 Behavioral Anchored Rating Scale on employee performance.**

The primary goal of BARS, according to Harris (1997), is to offer a collection of scales that are precisely described by behavior. Smith and Kendall (1963) were among the first to develop BARS in an effort to address the bias and subjectivity inherent in traditional rating scales. Their research demonstrated that BARS could improve the validity and reliability of performance appraisals by providing a unique behavioral anchor for each rating scale point. They found that employees who received BARS based feedback were more aware of performance expectations, which resulted in improved productivity. The Behaviorally Anchored Rating Scale (BARS) approach emphasizes the qualities required to achieve good work performance. It focuses on several aspects of employee behavior, including productivity, work practices, and commitment. This approach places a strong emphasis on the quantity and quality of an employee's production. The method utilizes behavioral statements to evaluate performance levels by identifying key job components that reflect essential aspects of job performance (Mathias & Jackson, 2004).

According to Locke and Latham (2002), clear and unambiguous feedback is essential to goal-setting theory, which maintains that performance and motivation are enhanced when clear, challenging goals are combined with pertinent feedback. BARS supports this concept by providing detailed behavioral feedback and motivating employees by demonstrating how their efforts contribute to achieving organizational goals. Motivation from both internal and external sources can be increased by BARS' emphasis on personal growth. When employees receive feedback that is directly tied to their activities, they are more likely to see the assessment process as an opportunity for both professional and personal growth. This idea may increase people's intrinsic

drive, as they believe their efforts are being appreciated. When employees see a clear connection between their activities and rewards, such as bonuses or promotions, their motivation to perform well is likely to increase.

Waithange and Nyamboga (2020) investigated the impact of the Behaviorally Anchored Rating Scales (BARS) appraisal method on the performance of employees at Kenya Commercial Bank (KCB). The bank has a large-scale BARS deployment, according to the results. Respondents highlighted how well the method evaluated employee performance in terms of quantity, quality, and task completion. They also noted that the BARS criteria and the qualities assessed were well-structured, making it easier to identify and quantify the key factors affecting effective job performance. For assessing job knowledge and interpersonal abilities in certain industries, the evaluation approach was also recognized. Overall, BARS was found to have a moderate impact on employee performance. However, the regression analysis revealed that while there was a positive correlation between BARS and employee performance, it was not statistically significant.

Grobler and Holtzhausen (2018) examined the effects of implementing Behaviorally Anchored Rating Scales (BARS) on employee performance in a corporate setting in a study titled *The Impact of Behaviorally Anchored Rating Scales on Employee Performance in a Corporate Environment*. The study aimed to determine whether BARS, which emphasizes specific job-related behaviors and provides detailed feedback, could enhance teamwork and employee performance more effectively than traditional assessment methods. The study employed a quantitative methodology to examine employee performance data before and after the implementation of BARS. Employee opinions regarding the fairness, efficacy, and transparency of the appraisal process were also gathered through surveys. The findings demonstrated that using BARS significantly enhanced worker performance over time. Employees were better able to identify their areas of strength and growth when they received more detailed and useful feedback. Due to the increased clarity, workers were able to focus on specific behaviors that directly impacted their overall performance. Furthermore, participants believed that the BARS approach was more equitable and transparent than traditional appraisal systems, which promoted greater employee motivation and involvement.

According to a study conducted by Bernardin and Smith (1998) on the effectiveness of Behaviorally Anchored Rating Scales (BARS) as Indicators of Job Performance, the study aimed

to determine how well BARS assessed job performance in comparison to traditional rating scales. In this study, a quantitative comparison was made between the performance evaluations obtained via BARS and those obtained from traditional rating scales. Participants included workers from several departments within the same company. Neither the demographics nor the sample size were described in depth. Both BARS and conventional rating scales were used to assess job performance, with particular focus on typical rating faults (such as central tendency and leniency) rather than accuracy. The validity and reliability of the two appraisal techniques were probably compared using statistical analysis, such as correlations and reliability tests. The research demonstrated that BARS exhibited higher validity and reliability in assessing job performance compared to traditional rating scales. The behavioral anchors in BARS ensured that evaluations were more closely aligned with actual job behaviors, and raters using BARS demonstrated higher accuracy in evaluating job performance due to the clear criteria and detailed behavioral descriptions.

Martinez (2002) conducted a research study on how the performance assessment system impacted corporate efficiency in several German manufacturing companies. The results indicated that the performance appraisal placed a strong emphasis on task performance, employee training, and competence development. The impact of performance evaluation on strategy planning in a subset of US Fortune 500 companies was also examined by Tapinos and Dyson (2005). The results demonstrated that one of the primary characteristics of contemporary strategic planning techniques in organizations that significantly improve achievement is performance appraisal. Tashima (2010) also conducted research on the management and grading of clinicians in the British public health system, utilizing behavioral anchors. The study's conclusions demonstrated a favorable relationship between the accomplishment of strategic objectives and an efficient performance system. To determine the relationship between hospital performance management outcomes and assessment processes, 47 researchers conducted interviews with staff members in more than 1,000 hospitals across France, Germany, the United Kingdom, and the United States. The study's results revealed a highly substantial correlation between certain hospital health outcomes and ratings of specific hospital management practices. Hospital operations, performance appraisal, and accomplishment were among the management techniques examined in the study (Mwema and Gachunga, 2014).

A study on performance review procedures in a few Indian banks was conducted by Shrivastava and Rai (2012). The results demonstrated that performance appraisals improved the performance of organizations. According to Singh's (2015) study on performance appraisal and effectiveness in contemporary business, organizational achievement is high when prompt performance feedback is given, and employee involvement is promoted. Elsewhere, Ocansey (2016) observed in his study on training employees for increased performance that cohesion has a major beneficial impact on achievement. Specifically, employees in an organization with strong team cohesion put forth effort to meet the desired performance levels.

Similarly, Brown and Oyebode (2003) examined employee opinions on performance reviews and productivity in a few Nigerian companies. According to the study's findings, achieving strategic goals and having an efficient performance management system are significantly correlated. In light of this, Boateng (2011) examined how personnel performance reviews affected the attainment of goals in a rural hospital in Nigeria. The results of the study showed that employee dedication and morale regarding achieving corporate goals were considerably increased by performance reviews.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter outlines the research design, demographic, study area, sample size, sampling strategies, data collection methods, quality control, data collection process, data analysis and management, and ethical considerations.

#### **3.1 Study Design.**

The study employed a mixed-methods design, utilizing both qualitative and quantitative techniques. For this research study, the researcher was able to obtain the participants' attitudes, opinions, and knowledge on how employee appraisal methods affect their performance at NWSC in the Teso sub-region. Under a qualitative approach, the researcher used interview schedules to conduct in-person interviews with top-level managers, who served as key informants. Whereas under quantitative approaches, the researcher employed closed-ended, semi-structured surveys.

#### **3.2 Information Sources**

For this study, primary data sources were utilized to acquire information related to appraisal methods and employee performance.

#### **3.3 Population and Sampling Techniques**

##### **3.3.1 Population**

The target population included staff of NWSC in Teso sub-region (Kumi, Ngora, and Pallisa) as well as staff from neighboring areas of Bukedea, Soroti, and Mbale to enhance generalization.

**Table 3.1: Population size for the study**

	<b>Category</b>	<b>Population</b>
1	Administration	10
2	Technical and engineering	41
3	Accounts and finance	14
4	Human resource	5
5	Transport	3
6	Production	17
7	Inventory and procurement	10
8	Commercial and customer care	25
9	Quality control	5
	Total	130

Source: (NWSC Records 2024).

### 3.4 Sample size sample selection

The sample size was established with the use of Krejcie and Morgan (1970) sample guidelines (see Appendix I). The table below provides an overview of the sample size chosen from the study population.

**Table 3.2: Sample size and sampling techniques**

	<b>Category</b>	<b>Population</b>	<b>Sample size</b>	<b>Sampling technique</b>
1	Managers	10	9	Purposive sampling
2	Technical and engineering	41	30	Simple random sampling
3	Accounts & finance	14	10	Simple random sampling
4	Human resource	5	4	Simple random sampling
5	Production	17	14	Simple random sampling

6	Inventory and procurement	10	8	Simple random sampling
7	Commercial and customer care	25	18	Simple random sampling
8	Transport	3	2	Simple random sampling
9	Quality control	5	3	Simple random sampling
	Total	130	98	

According to the table above, the sample size of the study was 98.

### **3.5 Data Collection Instruments**

#### **3.5.1 Structured Interview schedule**

Structured interviews were conducted with managers to gather detailed views on the use and effectiveness of performance appraisal methods. This provided qualitative insights that complemented the quantitative data.

#### **3.5.2 Semi-structured Questionnaires.**

Questionnaires with mainly closed-ended items were administered to staff in all departments. This allowed for efficient collection of standardized responses and facilitated statistical analysis.

### **3.6 Quality/ Error Control**

#### **3.6.1 Validity**

Validity was assessed to determine whether the questions can effectively capture the intended data (Vogt, 2007). The study supervisors, as research specialists, examined the questions to ensure they could elicit the desired responses. Their feedback guided revisions to align the items with the study objectives. The Content Validity Index (CVI) was then computed, yielding a score of 0.862. Since this value exceeds the recommended threshold of 0.70, the instruments were deemed valid for data collection in this study.

### **3.6.2 Reliability of Instruments.**

Reliability, according to Mugenda & Mugenda (2003), refers to the extent to which a research tool produces consistent data or results across multiple trials. Reliability was therefore tested through a pilot study involving 15 staff members outside the main sample. The questionnaire responses were analyzed using Cronbach's Alpha in SPSS, which produced a coefficient of 0.941. As this exceeds the acceptable benchmark of 0.70, the instrument was considered highly reliable and consistent for the main study.

### **3.7 Data Collection Procedure.**

Following the approval of the study proposal and research tools by a multidisciplinary panel of university peers and supervisors, as well as the Research Ethical Committee (if deemed necessary), the university issued an introductory letter to the researcher. This letter was used to request permission from the appropriate authorities to continue collecting data.

Once granted approval by the authorities, the researcher assembled a group of three research assistants proficient in English, Luganda, and other applicable local languages (possibly Lugisu and Ateso). These assistants supported the researcher in sensitizing respondents about the purpose and significance of the study, provided clear instructions on how to complete the tools, and assisted in the distribution and retrieval of the questionnaires.

The investigator personally met with the relevant administrative offices at National Water and Sewerage Corporation in the Teso sub-region to seek permission, introduce herself, and provide sensitization to the authorities about the study. She also identified and approached potential respondents to seek their consent and establish interview schedules. With the help of the research assistants, the researcher conducted the interviews. The researcher met the interviewees at the prearranged locations and times on the designated days. The researcher took thorough notes during the interviews in order to collect qualitative data.

### **3.8 Strategy for data processing, Analysis and Interpretation**

Numerous systematic processes were applied to the gathered data in order to compile and arrange it in a manner that best served the study's objectives. Both qualitative and quantitative methods were used to assess the collected data (Saunders, 2007).

#### **3.8.1 Quantitative Data Analysis**

Questionnaire data were coded and entered into SPSS. Descriptive statistics (frequencies, percentages, means, and standard deviations) were used to summarize responses. A Multiple regression analysis was conducted to determine the effect of appraisal methods (MBO, 360-degree feedback, BARS) on employee performance at NWSC in the Teso sub-region. Key assumptions for regression were checked, including linear relationships, normal distribution of errors, equal spread of errors (homoscedasticity), independence of responses, and absence of high correlation between the appraisal methods. Standardized beta values and partial  $R^2$  were reported to show the strength and contribution of each appraisal method, and a post-hoc power check confirmed that the study could reliably detect significant effects.

#### **3.8.2 Qualitative Data**

Interview transcripts were thematically analyzed. Emerging themes were categorized and interpreted. After a thorough evaluation of the interview data, recommendations and conclusions were formulated in line with the study's objectives.

### **3.9 Anticipated Methodological Constraints**

Some respondents were hesitant to divulge specific information because they were worried about possible conflicts. In order to address this, the researcher informed participants in advance that all information gathered would be kept private and available only to pre-identified, targeted stakeholders. If any recognized stakeholder posed a perceived threat to the participants' well-being, they would likewise have the choice to withdraw. Additionally, the research was conducted with the rigorous observance of the anonymity principle. The researcher used motivating techniques to help respondents fill out the questionnaire in order to promote participation and resolve any hesitation or carelessness.

In the event of attrition or death, some surveys might not be returned, completed, or recovered because of travel, illness, hospitalization, or decision to withdraw from the study. Overcoming this challenge, the researcher distributed more questionnaires than the bare minimum needed to allow for potential non-responses. The respondents were also reminded to fill out the entire questionnaire. Additionally, the researcher closely monitored participants to guarantee prompt retrieval of completed questionnaires.

### **3.10 Ethical Considerations**

a) Ethical approval was obtained from the Uganda Christian University (UCU) Ethical Review Committee and the Research Ethics Committee (REC). Additionally, the researcher sought permission from relevant authorities, as outlined in the "Data Collection Procedure" section of this document, to ensure adherence to ethical guidelines and protocols throughout the study.

b) Informed consent was obtained from the respondents, making certain they understand the goal of the study and why they are participating. For key informants, oral consent was requested. Participants were made aware that their participation is entirely voluntary and that they are entitled to accept as well as decline participation from the study whenever they want without suffering any unfavorable effects.

c) In order to maintain participant privacy, every respondent was given a distinct identification number. Any information that could identify individuals was strictly limited to study participants. Names and other identifying details were only collected for the sake of quality assurance, and the final study report did not name any specific person.

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION.

#### 4.1 Introduction

This chapter presents the findings of the statistical analysis conducted. We employed descriptive statistics to examine preliminary data on demographic and company profiles as well as the performance appraisal methods utilized by various organizations. Correlation analysis was performed to identify whether any connection exists between performance appraisal methods and employee performance. Once a relationship was established, a regression analysis was conducted to further elucidate the nature of this relationship.

#### 4.2 Response Rate

This section shows the response rate from data collection tools used (questionnaires and interview guide) as shown in Table 4.1 below:

**Table 4.1; Returned Rate of Data Collection Tools**

<b>Instrument</b>	<b>Target Response</b>	<b>Actual Response</b>	<b>Response Rate (%)</b>
Questionnaire	90	87	97%
Interview	8	6	75%
<b>Total</b>	<b>98</b>	<b>93</b>	<b>95%</b>

**Source:** *Primary data (2025)*

Table 4.1 above shows the response rate computed for participants who completed the questionnaire given that the sample size for qualitative respondents bears no statistical implication of generalizability. The rate of response is computed as a percentage ratio of the actual respondents who completed the questionnaire to the sample size of respondents who were given the questionnaire. Results indicated that out of the 90 respondents who were expected to fill the questionnaire, 87 completed and returned translating into a 97% response rate which according to Bryman and Bell, (2018) who posit that 50% is a sufficient response rate for reporting and analysis, 60% is good, and 70% or higher is exceptional. For this study, the rate of response was exceptional for analysis and reporting. Those who participated in the interviews were 6 (75%) of the sampled

population. Hence the response rate was considered adequate for a study to generate findings generalizable to the population.

### 4.3 Demographic Characteristics of the Study Participants

This section presents findings on demographics of the respondents namely: - gender, age, education level, working experience, department of work. The results are presented in table 4.2 below.

**Table 3.2; Demographic characteristics of participants**

<b>Demographic characteristics</b>	<b>Frequency (N)</b>	<b>Valid Percentage (%)</b>
<b>Gender</b>		
Male	51	58.6
Females	36	41.4
<b>Age</b>		
25 and below	13	14.9
26 – 35 years	34	39.1
36 – 45 years	28	32.2
46 – 55 years	9	10.3
56 years and above	3	3.4
<b>Level of education</b>		
Master’s Degree	26	29.9
Bachelor’s degree	50	57.5
Diploma	11	12.6
<b>Working Experience</b>		
1 year and below	16	18.4
2 – 5 years	46	52.9
6 – 10 years	19	21.8
11 years and above	6	6.9
<b>Department of work</b>		
Administration	9	10.3
Technical and Engineering	29	33.3

Accounts and Finance	8	9.2
Human Resource	4	4.6
Transport	1	1.1
Production	13	15
Inventory and procurement	6	7
Commercial and customer care	15	17.2
Quality control	2	2.3

**Source:** Field Data, 2025

As depicted in Table 4.2, the gender demographics of the participants reveal a distinct pattern. Males constitute 58.6% (n = 51) of the respondent pool, while females account for 41.4% (n = 36). Although the gender distribution is not perfectly balanced, the presence of both male and female respondents ensures a diverse and representative sample. This imbalance may reflect a higher proportion of males within the demographic that the sample was taken from, suggesting that males may be overrepresented in the relevant workforce.

The age distribution of the respondents is as follows: 14.9% (n = 13) fall within the 25 years and below category, indicating a notable presence of early-career individuals. The middle age group, comprising individuals aged 26–35 years, represents 39.1% (n = 34) of the participants, reflecting a significant illustration of this demographic. The age group of 36–45 years, accounts for 32.2% (n = 28), followed by the 46–55 years category with 10.3% (n = 9). The oldest age category, 56 years and above, constitutes 3.4% (n = 3) of the respondents. The relatively equal distribution across the last two age categories suggests that the survey successfully captured insights from a broad spectrum of age groups, thereby enhancing the versatility and generalizability of the findings.

The educational backgrounds of the respondents are diverse. The fact that 12.6% (n = 11) of the sample hold a diploma indicates that a sizable fraction of people has formal training or qualifications. The majority of respondents, 57.5% (n = 50), hold bachelor's degrees, indicating a strong representation of those with higher education. Among the responders, 29.9% (n = 26) have a master's degree. With a definite majority of participants having finished higher education, this distribution highlights the participants' diverse educational backgrounds.

The respondents' professional backgrounds are diverse. 18.4% (n = 16), a sizable portion, have one year or less of experience, indicating that they are just beginning their careers. 52.9% (n = 46), the greatest percentage, is in the 2–5-year range, suggesting a mid-level experience pool. Of the responses, 21.8% (n = 19) fall into the 6–10-year category, while 6.9% (n = 6) have more than 10 years of expertise, which may provide senior-level insights. This tenure gradient offers a thorough depiction of the sample's levels of professional experience.

The respondents' departmental allocation is as follows: Administration accounts for 10.3% (n = 9), technical and engineering accounts for 33.3% (n = 29), accounts and finance department accounts for 9.2% (n = 8), human resources accounts for 4.6% (n = 4), transport accounts for 1.3% (n = 1), production accounts for 15% (n = 13), inventory and procurement accounts for 7% (n = 6), and commercial and customer care accounts for 17.2% (n = 15). The quality control department accounts for 2.3% (n = 2) of the respondents. This distribution illustrates the participants' diverse departmental backgrounds, with a discernible concentration in the technical and engineering departments.

#### **4.4 Empirical Findings**

This section presents the study's empirical findings in line with the investigation's objectives. By integrating descriptive statistics, hypothesis testing, and qualitative analysis, the study offers a comprehensive understanding of the results.

Respondents were given item statements to evaluate their degree of agreement with the descriptive findings. To score the responses, a five-point Likert scale was used, where 1 indicated "strongly disagree" and 5 indicated "strongly agree." At National Water and Sewerage Corporation (NWSC) in the Teso sub-region, the descriptive data were examined using frequency and percentage statistics, with a focus on the study variables related to the 360-degree method, Management by Objectives (MBO) method, and Behavioral Anchored Rating Scales (BARS) method. The quantitative results and qualitative data were then correlated using narrative and thematic analysis. Before hypothesis testing, this integration provided a more thorough background.

#### 4.4.1 The impact of 360 Degrees Appraisal Method on Employee Performance at NWSC in the Teso Sub-Region.

The primary objective of the study was to determine the participants' perceptions of the impact of the 360-degree appraisal method on employment performance at NWSC in the Teso sub-region. The items on the level of responses were obtained through a 360-degree appraisal method, which is one of the constituents of the independent variable. This study was based on the mean value ranges adapted in (Sullivan & Artino, 2013) for making inferences where Mean > 2.5 is Agree and Mean < 2.5 is Disagree. Ten quantitative questions were examined, and the respondents' ratings are shown in Table 4.3 below.

**Table 4:3; Descriptive Statistics of the Impact of 360 Degrees Appraisal Method on Employee Performance at NWSC in the Teso Sub-Region.**

#### Descriptive Statistics

	STATEMENT	N	Min	Max	SD	D	N	A	SA	Mean	Std. Dev.
A1	This method fosters self-evaluation by the employee which enhances skills development and behavior change.	87	1	5	3.3%	9.14%	14.16.1%	16.18.4%	45.51.7%	4.05	1.190
A2	Comprehensive gathering of information about employees from different degrees enhances employee performance.	87	1	5	4.6%	6.9%	16.18.4%	15.17.2%	46.52.9%	4.07	1.189

A3	Employees are more motivated when performance expectations are communicated and aligned with organization goals.	87	1	5	6	5	19	16	41	3.93	1.246
					6.9%	5.7%	21.8%	18.4%	47.1%		
A4	The method facilitates timely feedback and reviews of employees for their work and performance given predetermined goals.	87	1	5	4	6	12	14	51	4.17	1.183
					4.6%	6.9%	13.8%	16.1%	58.6%		
A5	This method is frequent, accurate, specific and timely hence allowing room for change after appraisal.	87	1	5	5	6	17	9	50	4.16	1.209
					5.7%	6.9%	19.5%	10.3%	57.5%		
A6	This method enhances intrinsic motivation by emphasizing personal and professional development.	87	1	5	5	5	12	15	50	4.15	1.206
					5.7%	5.7%	13.8%	17.2%	57.5%		
A7	Fairness and unbiasedness of the method in assessment enhances and sustains employee performance improvement.	87	1	5	7	5	8	21	46	4.08	1.260
					8.0%	5.7%	9.2%	24.1%	52.9%		

A8	Employees feel empowered through feedback process and thus exhibit higher levels engagement, improvement and commitment.	87	1	5	3	2	21	15	46	4.10	1.162
					3.4%	2.3%	24.1%	17.2%	52.9%		
A9	Am satisfied with the way 360-degrees evaluation process is undertaken.	87	1	5	3	2	21	15	46	4.14	1.080
					3.4%	2.3%	24.1%	17.2%	52.9%		
A10	360 method is the most effective performance appraisal method compared to MBO and BARS to evaluate employees	87	1	5	4	5	12	19	47	4.15	1.147
					4.6%	5.7%	13.8%	21.8%	54.0%		
	Valid N (list wise)	87									

**Source:** Primary data (2025)

Table 4.3 above illustrates the opinions of participants regarding the impact of the 360-degree appraisal method on employment performance at NWSC in Teso sub-region, based on the conceptual framework presented in Chapter One. The following are the descriptive statistics regarding the participants' opinions on the 360-degree appraisal method at NWSC in the Teso sub-region.

Regarding Item A1, which aimed to assess whether the 360-degree appraisal method fosters employee self-evaluation that enhances skill development and behavior change, most participants agreed with the statement. This is indicated in a mean value of 4.05, revealing a generally positive response on the Likert scale. According to Sullivan and Artino (2013), a mean above 4.0 suggests that respondents typically agreed or strongly agreed with the item, signifying recognition of the appraisal method's role in promoting self-reflection and professional growth. Al-Jedaia and Mehrez (2020) note that performance appraisal methods that encourage self-assessment can

enhance employees' skills and behavioral improvements by fostering reflection and goal alignment. Additionally, the standard deviation of approximately 1.19 indicates a moderate level of variation in responses. While most participants agreed, the SD implies that there were differences in the degree of agreement among the participants. Some selected lower response options, such as "Neutral" or "Disagree." This variability suggests that, although the overall perception is positive, individual experiences with the appraisal method may vary, possibly due to differences in implementation or personal engagement.

Regarding Item A2, which aimed to ascertain from participants whether a 360-degree appraisal, involving the comprehensive gathering of information about employees at different levels, enhances employee performance, a sizable portion agreed, as indicated by the mean value of 4.07. This suggests that the viewpoints thus obtained should be appropriately integrated to obtain a comprehensive picture of the workers' performance. The standard deviation of approximately 1.19 indicates a moderate level of variability in responses. This suggests that while most participants held favorable views, there was some divergence in opinions. Viewpoints thus obtained should be appropriately integrated to obtain a comprehensive picture of the workers' performance. The corporation should ensure transparency in feedback collection while providing mechanisms to address any negative perceptions. This was supported by findings from an interview with Key Interview Informant Code Named XII01, who noted that: “.....For an organization like National Water to reach its objectives, it is essential to evaluate employee performance. With the performance appraisals we have, information about employees, especially feedback from peers, supervisors, and employees themselves, as is usually done, can be helpful in conducting performance reviews based on set goals, but there should be a transparent policy in addressing any challenges that may be encountered along the process **(XII01, 05/June/2025)**.”

In relation to Item A3, which sought to determine from the participants whether, due to 360-degree appraisal method, employees are more motivated when performance expectations are communicated and aligned with organizational goals, the majority of the participants were in agreement, as indicated by the mean value of 3.93. This means that 360-degree appraisal enhances productivity and overall organizational performance when performance expectations are aligned with organizational goals. Additionally, the standard deviation of approximately 1.25 indicates a moderate level of variation in responses. While many participants agreed, the spread suggests that

some respondents were neutral or disagreed, possibly reflecting differences in how effectively performance expectations are communicated across different departments or organizational levels. This was affirmed by findings from an interview with Key Interview Informant Code Named XII02, who noted that: “.....Organizations that align employees’ performance expectations with organizational goals and communicate them effectively to employees are more likely to motivate them to perform better, resulting in higher productivity and overall organizational performance. The more we as employees know the organization's objectives and what is expected of us, the more we shall be motivated to perform.” (XII02, 05/June/2025).

According to Item A4, which sought to determine from the respondents whether the method facilitates timely feedback and reviews of employees' work and performance, given predetermined goals, a significant percentage of the respondents agreed, as evidenced by a mean value of 4.17. This implies that the method of appraisal for effective evaluation involves providing employees with regular feedback and conducting performance reviews based on established goals. The standard deviation of 1.183 indicates a variation in responses, which suggests that while the method is largely effective in ensuring timely evaluations and feedback, some employees may not fully experience or recognize its benefits, highlighting the need for consistency, especially in feedback delivery. Similarly, Bernardin and Klatt (2019) emphasize that when employees understand expectations and receive structured feedback, they are more likely to engage in goal-directed behaviors. This was affirmed by findings from an interview with Key Interview Informant Code Named XII03, who noted that: “.....Staff are given feedback and predetermined goals that align with performance expectations, which are used to review performance; however, at times, the feedback from these appraisals is not received in a timely manner, leaving employees wondering which areas they need to improve.” (XII03,05/June/2025).

Regarding Item A5, which sought to determine from the respondents whether this method is frequent, accurate, specific, and timely, hence allowing room for change after appraisal, the majority of the respondents were in agreement, as evidenced by a mean value of 4.16. This means that the method enhances job quality, knowledge, accuracy, and teamwork, as timely, accurate, and specific performance review feedback is crucial for effective teamwork. It enables employers to evaluate how each employee meets established standards and expectations. The standard deviation of 1.209 indicates a moderate level of variability in responses, suggesting that while

most employees perceive the feedback as effective, some respondents may have experienced inconsistencies in the frequency or specificity of the evaluations. Overall, the results imply that such timely and accurate feedback enhances job quality, knowledge, accuracy, and teamwork.

Regarding Item A6, which aimed to determine whether this method enhances intrinsic motivation by emphasizing personal and professional development, a sizable number of participants agreed, as indicated by a mean value of 4.15. This suggests that the method incorporates the employee's self-perception, which is significantly influenced by performance evaluations, with both management involvement and performance assessments playing key roles in boosting worker output. However, the standard deviation of 1.206 shows that there could be a lack of awareness or varying experiences with the method, indicating that some individuals may not feel that the method sufficiently supports their personal and professional development. This was confirmed by findings from an interview with Key Interview Informant Code Named XII04 noted that: “The 360 degrees appraisal method encourages employees to evaluate themselves as fellow peers which encourages them to know where to improve to meet the organization’s goals and meet the expectations required of them...” (XII04, 05/June/2025).

Regarding Item A7, which sought to determine from the respondents whether the fairness and unbiasedness of the assessment method enhance and sustain employee performance improvement, most participants agreed, as indicated by a mean value of 4.10. This implies that organizations like National Water and Sewerage Corporation implement performance evaluation methods to help managers identify training needs, support employees in achieving set goals, provide opportunities for underperformers to improve, assist in time management and deadline setting, enable informed decision-making regarding promotions and assignments, and promote better employee collaboration. Similarly, Al-Jedaia and Mehrez (2020) argue that perceptions of impartiality in performance assessment directly influence employee motivation and commitment to organizational goals. This was supported by findings from an interview with Key Interview Informant Code Named XII05 noted that: “...360-degrees appraisal method has encouraged fairness in the quarterly evaluations, at least there some level of confidence we get to experience when I know my manager or supervisor and my peers will give their opinion on my performance which is a good strategy that the corporation has come up with...” (XII05, 05/June/2025).

According to Item A8, which sought to determine from the respondents whether 360-degree appraisal method makes employees feel empowered through the feedback process and thus exhibit higher levels of engagement, improvement, and commitment, over half of the participants agreed, as revealed by the mean value 4.10. This means that employees often face situations requiring them to adjust their course of action, making consistent feedback crucial for understanding whether they are meeting organizational expectations, thus encouraging them to improve. This was supported by findings from an interview with Key Interview Informant Code Named XII06, who noted that: "...This is one thing the corporation has done well whereby the performance appraisals method encourages prevalent and prompt feedback which has assisted employees in improving their productivity and commitment towards their work. Though at times they experience some delay in feedback delivery, but largely this has led to the corporation achieving its objectives..." (XII06, 05/June/2025).

According to Item A9, which sought to determine from the respondents whether they were satisfied with the way 360-degree evaluation process is undertaken, the majority were in agreement, as indicated by the mean value 4.14. The popularity of the 360-degree performance appraisal method in both large and small organizations is supported by DeNisi and Murphy (2017), who argue that multi-source feedback systems enhance employee self-awareness, professional growth, and overall satisfaction with performance evaluations. Additionally, Pulakos (2019) notes that structured performance appraisals aligned with organizational objectives provide employees with clear expectations, increasing engagement and trust in the evaluation system. The performance evaluation method is valuable for organizations to compare employee performance against pre-set benchmarks, which has improved their performance. The standard deviation of 1.080 indicates moderate but relatively low variability in responses, suggesting a fairly consistent view among respondents regarding their satisfaction with the appraisal process.

According to Item A10, which sought to determine from the respondents whether 360 methods are the most effective performance appraisal method compared to MBO and BARS for evaluating employees, a sizable proportion agreed, as revealed by the mean value of 4.15. This implies that the 360-degree appraisal method is made up of essential assessment indicators, that is, self-evaluation, immediate supervisor assessment, subordinate assessment, and peer assessment, which significantly influence employee productivity, with both management involvement and playing

key roles in boosting worker output compared to other methods, though some respondents may need more clarity or might prefer the other alternative appraisal methods. The method's multi-source feedback structure ensures that employees receive well-rounded insights into their performance, reinforcing professional growth and accountability (DeNisi & Murphy, 2017).

Based on the statements from the Key Interview Informants, the qualitative findings showed that the 360-degree appraisal method plays a crucial role in increasing employee performance in terms of productivity, goal achievement, job satisfaction, motivation, quality of work, and skill acquisition and development. Employees view the system as supportive of self-reflection, professional growth, timely feedback, fairness, empowerment, and alignment with organizational objectives, all of which contribute to improved motivation, engagement, and productivity, factors that collectively enhance engagement and employee performance, which are essential for effective service delivery (DeNisi & Murphy, 2017; Pulakos, 2019). At the same time, the variation in responses highlights gaps in consistency, particularly in how feedback is delivered and how performance expectations are communicated across different units., its impact is uneven and therefore requires NWSC to enhance the uniformity, transparency, and clarity of its implementation. In this way, the results not only highlight the method's value but also pinpoint specific operational areas where NWSC can adjust practices to maximize employee performance and organizational growth.

#### **4.4.2 Impact of Management by Objectives Appraisal Method on Employee Performance at NWSC in the Teso sub-region.**

The second objective of the study was to gather the opinions of participants on the impact of the management by objectives appraisal method on employee performance at NWSC in the Teso sub-region. The items on the level of responses were attained from management by objectives appraisal method as one of the constituents of the independent variable. The study was based on the mean value range adapted in (Sullivan & Artino, 2013) for making inferences where Mean > 2.5 is Agree and Mean < 2.5 is Disagree. Ten quantitative questions were studied, and the respondents rated themselves as indicated in Table 4.4 below.

**Table 4.4; Descriptive Statistics of Management by Objectives Appraisal Method on Employee Performance at NWSC in the Teso sub-region.**

**Descriptive Statistics**

	STATEMENT	N	Min	Max	SD	D	N	A	SA	Mean	Std. Deviation
A11	Through MBO, planning between staff and managers is encouraged.	87	1	5	3 3.4%	3 3.4%	11 12.6%	17 19.5%	53 60.9%	4.31	1.049
A12	MBO fosters setting of clear objects which facilitate goal attainment	87	1	5	6 6.9%	7 8.0%	12 13.8%	15 17.2%	47 54.0%	4.03	1.280
A13	MBO bridges the communication gap between staff levels hence easy information access	87	1	5	5 5.7%	3 3.4%	8 9.2%	23 26.4%	48 55.2%	4.22	1.125
A14	MBO through delegation promotes retention, and commitment towards performance targets achievement	87	1	5	5 5.7%	8 9.2%	18 20.7%	19 21.8%	37 42.5%	3.86	1.231

A15	MBO facilitates a two-way feedback mechanism which facilitates better communication hence fostering improved employee performance.	87	1	5	3	6	15	17	48	4.11	1.135
					3.4%	6.9%	17.2%	19.5%	52.9%		
A16	Through shared goal setting, acceptable key performance indicators are generated for employees to be evaluated.	87	1	5	5	4	19	18	41	3.99	1.186
					5.7%	4.6%	21.8%	20.7%	47.1%		
A17	Management by objectives improves organizational performance through enhanced employee productivity.	87	1	5	4	6	13	26	38	4.10	1.111
					4.6%	6.9%	14.9%	29.9%	43.7%		
A18	MBO facilitates employee recognition and motivation criteria through shared goal setting and achievement.	87	1	5	4	7	14	40	22	3.92	1.241
					4.6%	8.0%	16.1%	46.0%	25.3%		
A19	I am satisfied with the way the MBO evaluation process is undertaken.	87	1	5	4	6	13	26	38	4.01	1.136
					4.6%	6.9%	14.9%	29.9%	43.7%		

A20	MBO is the most effective performance appraisal method compared to BARs and 360 degrees to evaluate employees.	87	1	5	9	23	41	6	8	2.78	1.039
					10.3%	26.4%	47.1%	6.9%	9.2z%		
	Valid N (list wise)	87									

**Source:** *Primary data (2025)*

Table 4.4 above shows the opinions of respondents on management by objectives appraisal method at NWSC in the Teso sub-region based on the conceptual framework in Chapter One. The following are the descriptive statistics regarding the respondents’ opinions in relation to management by objectives appraisal method at NWSC in the Teso Sub-region.

Regarding Item A11, which sought to determine from the respondents whether, through MBO, planning between staff and managers is encouraged, the majority of the respondents were in agreement, as indicated by a mean value of 4.31. The implications of these findings suggest that MBO is widely perceived as an effective tool for fostering collaborative planning between staff and managers, which could enhance alignment of goals, communication, and engagement within the organization (Locke & Latham, 2019). However, the standard deviation of 1.049 shows the presence of uncertainty and disagreement, showing that some employees may not fully experience or recognize this benefit. This could be due to inconsistent implementation, lack of awareness, or differences in managerial approaches. NWSC may need to strengthen communication, provide training, or refine MBO processes to ensure its effectiveness in promoting meaningful staff-manager relationships. This was affirmed by findings from an interview with Key Interview Informant Code Named XII04 noted that: “.... this approach really helps us plan our daily duties alongside the corporation objectives which have already been stream lined in the action plan, so at the end of the quarter, we look at the performance and the targets achieved enabling employees to effectively plan with management.” (XII04, 05/June/2025).

Relating to Item A12, which sought to determine from the respondents whether MBO fosters the setting of clear objectives that facilitate goal attainment, a greater proportion of the respondents were in agreement, as revealed by the mean value of 4.03. This finding suggests that when clear

and specific objectives are jointly set by both management and employees, as encouraged by the MBO process, it helps align individual efforts with organizational goals, thereby enhancing focus, accountability, and overall goal achievement (Akrani, 2010). The standard deviation of 1.280 reflects a moderate level of variation in responses. While most respondents shared a favorable view, some differences in perception may exist, possibly due to inconsistencies in how well the MBO process is implemented across departments or roles.

In relation to Item A13, which sought to determine from the respondents whether MBO bridges the communication gap between staff levels, hence easy information access, a greater proportion was also in agreement, as evidenced by the mean value of 4.22. This means that the MBO appraisal method enhances objectivity, facilitates two-way feedback, and motivates employees, thereby fostering performance improvement. This was confirmed by findings from an interview with Key Interview Informant Code Named XII06, who noted that “...MBO appraisal method leads to increased employee performance. Ideally, both employees and managers are involved in setting objectives and communication is two-way, meaning there’s a better understanding of what is expected.” (XII06, 05/June/2025).

According to Item A14, which sought to determine from the respondents whether MBO through delegation promotes retention, and commitment towards performance targets achievement, a sizeable proportion agreed with the statement as indicated with a mean value of 3.86. This suggests that MBO is highly effective in fostering employee engagement and ownership of assigned tasks, as employees are able to set objectives that align with managerial goals, thereby enhancing both motivation and performance (Alase & Akinbo, 2021). It fosters objectivity and motivates employees to enhance their performance as they can set objectives on behalf of the manager, on which their performance is measured. This was confirmed by findings from an interview with Key Interview Informant Code Named XII04, who noted that: “.....this appraisal method helps in steering and providing direction to the employees of the organization. This involves setting goals, planning, and evaluations. Setting goals is guided by top management, which identifies the mission, vision, and objectives of the organization. These goals are then cascaded down to individual employees, reaching the lowest level. This brings about involvement of the lower-level employees, making them have a great sense of belonging and owning up to what they do on a daily basis.” (XII04, 05/June/2025).

Regarding Item A15, which sought to determine from the respondents whether MBO facilitates a two-way feedback mechanism that facilitates better communication, hence fostering improved employee performance, a greater proportion were also in agreement, as indicated by a mean value of 4.11. This means that this method uses actual incidents to assess an employee's performance. Appraisers maintain a record of all positive and negative incidents that occur with each individual employee. This allows employees to be aware of the standard that is being used to evaluate their performance. This was supported by findings from an interview with Key Interview Informant Code Named XII02, who noted: ".....Based on my experience, Management by Objectives (MBO) has played a significant role in enhancing communication within our organization. The structured goal-setting and performance review process creates opportunities for open dialogue between employees and managers. Through MBO, we have a clearer understanding of expectations, and employees receive timely feedback, which helps them adjust and improve their performance. However, I have also noticed that some staff members are not fully engaged in the feedback process, possibly due to a lack of awareness or insufficient follow-up from management. Strengthening this two-way communication further could enhance employee motivation and overall.'" (XII02, 05/June/2025).

In relation to Item A16, which sought to determine from the respondents whether, through shared goal setting, acceptable key performance indicators are generated for employees to be evaluated, the majority agreed with the statement, as evidenced by a mean value of 3.99. This implies that this method of appraisal includes setting clear objectives for the employee, creating a detailed action plan to achieve these objectives, and the employee's subsequent implementation of the plan, upon which the performance is evaluated in terms of goals. The MBO process encourages collaboration between management and employees in defining measurable objectives, which enhances clarity, accountability, and performance alignment (Alase & Akinbo, 2021). However, the standard deviation results of 1.186 indicate that some employees may not fully understand or perceive the process as effective. Additionally, the minority suggests that in some cases, shared goal setting might not be effectively implemented or that employees feel excluded from the KPI development process.

Regarding Item A17, which aimed to determine from the respondents whether management by objectives improves organizational performance through enhanced employee productivity, a majority of the respondents agreed, as indicated by the mean value of 4.10. This suggests that the use of the management by Objectives (MBO) appraisal method can affect the productivity of their employees. This was affirmed by findings from an interview with Key Interview Informant Code Named XII001, who noted that: "... It fosters objectivity and motivates employees to enhance their performance. This method promotes efficiency and productivity because workers are more inclined to embrace goals they believe are achievable and acceptable. MBO provides a structured framework for performance measurement, ensuring that employees understand what is expected of them and receive the necessary support to achieve their targets. However, I have observed that some employees may struggle with goal alignment or lack sufficient feedback, which can affect their productivity." (XII001, 05/June//2025).

According to Item A18, which sought to determine from the respondents whether MBO facilitates employee recognition and motivation criteria through shared goal setting and achievement, a great proportion of the participants agreed, as indicated by the mean value of 3.92. This suggests that the MBO process not only aligns individual objectives with organizational goals but also promotes employee motivation by providing clear performance standards and recognition for achievement (Al-Jedaia & Mehrez, 2020). Employees work together with their supervisors to set goals and establish specific performance standards against which their performance can be measured. They also develop ways for the employees to achieve their goals.

Regarding Item A19, which sought to determine from the respondents whether they were satisfied with the way the MBO evaluation process is undertaken, a sizable proportion of the respondents agreed with the statement, as revealed by the mean value of 4.01. This implies that most employees in the organization were satisfied and involved in the setting of goals, planning, and evaluation. Such involvement enhances engagement, job satisfaction, and motivation, as employees feel their contributions are recognized and valued (Al-Jedaia & Mehrez, 2020; Alase & Akinbo, 2021). Satisfaction with the appraisal process also supports a better alignment of individual and organizational objectives, which can lead to improved employee performance.

Regarding Item A20, which sought to determine from the respondents whether MBO is the most effective performance appraisal method compared to BARS and 360-degree evaluations to evaluate employees, a great proportion of the respondents agreed with the statement, as indicated by a mean value of 2.78. This suggests that more employees agreed that the MBO appraisal method was more effective in evaluating employee performance compared to the 360-degree appraisal method.

The overall findings suggest that the Management by Objectives (MBO) appraisal method is widely perceived by NWSC employees as an effective approach for enhancing performance through collaborative planning, clear goal setting, improved communication, and shared accountability. Employees appreciate that MBO encourages alignment between individual and organizational objectives, fosters two-way feedback, and provides a structured framework for performance evaluation, all of which contribute to increased motivation, productivity, and commitment. The qualitative insights affirm that employees feel more engaged when they are actively involved in setting objectives and performance indicators, as this creates a sense of ownership and belonging in their daily work. However, the variation in responses highlights that the method is not uniformly experienced across the organization; some employees expressed concerns about inconsistent feedback, insufficient follow-up, or exclusion from key aspects of goal setting. This inconsistency suggests that while MBO has significant potential to drive organizational performance and employee growth, NWSC needs to strengthen the consistency, inclusiveness, and follow through of its implementation to ensure all employees benefit equally.

#### **4.4.4 Effect of Behavioral Anchored Rating Scale Appraisal Method on Employee Performance at NWSC in the Teso Sub-Region.**

The third objective of the study sought the opinion of the participants on the effect of the behavioral anchored rating appraisal method on employee performance at NWSC in the Teso sub-region. The items on the level of responses were attained on the behavioral anchored rating appraisal method from participants as one of the constituents of the independent variable. The study was based on the mean value range adapted in (Sullivan & Artino, 2013) for making inferences where Mean > 2.5 is Agree and Mean < 2.5 is Disagree. Nine quantitative questions were studied, and the respondents rated themselves as indicated below in Table 4.5.

**Table 4.5; Descriptive Statistics on the behavioral anchored rating appraisal method and employee performance at NWSC in the Teso Sub-Region**

**Descriptive Statistics**

		N	Min	Max	SD	D	N	A	SA	Mean	Std. Deviation
A21	BARS enhance quality and quantity of work through providing clear standards of achievement.	87	1	5	5.7%	9	26	19	28	3.64	1.201
							29.9%	21.8%	32.2%		
A22	Employee Behavioral improvement is enhanced through feedback tied to their behaviors.	87	1	5	3.4%	5	18	26	35	3.98	1.078
							20.7%	29.9%	40.2%		
A23	BARS reduces subjectivity and biases during employee rating by providing consistency in ratings.	87	1	5	4.6%	7	14	25	37	3.97	1.156
							16.1%	28.7%	42.5%		
A24	BARS method allocates tasks to employees with suiting traits hence enhancing job performance.	87	1	5	6.9%	14	22	21	24	3.49	1.247
							25.3%	24.1%	27.6%		

A25	BARS method uses behavioral scales to evaluate levels of performance among employees.	87	1	5	5	7	19	26	30	3.79	1.173
					5.7%	8.0%	21.8%	29.9%	34.5%		
A26	BARS influences motivation to enhance your skills and behaviors at work.	87	1	5	5	8	17	22	35	3.85	1.215
					5.7%	9.2%	19.5%	25.3%	40.2%		
A27	Employee productivity increases with clear connection of behaviors to rewards, promotions and bonuses.	87	1	5	4	6	18	25	34	3.91	1.137
					4.6%	6.9%	20.7%	28.7%	39.1%		
A28	BARS method is perceived as a fairer and more transparent method to evaluate employees' performance.	87	1	5	3	5	19	23	37	3.99	1.094
					3.4%	5.7%	21.8%	26.4%	39.1%		
A29	BARS is the most effective performance appraisal method compared to MBO and 360 degrees to evaluate employees.	87	1	5	13	36	22	9	7	2.55	1.118
					14.9%	41.4%	25.3%	10.3%	8.0%		

	Valid N (list wise)	87	

**Source:** *Primary data (2025).*

Table 4.5 above demonstrates the opinions of respondents on behavioral anchored rating scale appraisal method at NWSC in the Teso sub-region based on the conceptual framework in Chapter One. The following are the descriptive statistics regarding the respondents’ opinions in relation to behavioral anchored rating scale appraisal method at NWSC in the Teso sub-region.

Regarding Item A21, which sought to determine from the respondents whether BARS enhances the quality and quantity of work by providing clear standards of achievement, a sizable proportion of the respondents were in agreement, as indicated by a mean value of 3.64. This implies that the Behaviorally Anchored Rating Scale (BARS) method emphasizes the traits essential for achieving effective work performance. It focuses on various aspects of employee behavior, including dedication, work processes, and efficiency. This approach highlights both the quality and quantity of an employee's output. This finding aligns with Grobler and Holtzhausen (2018), who observed that BARS provides employees with explicit behavioral standards, which enhances the accuracy and fairness of performance evaluations and improves overall work performance. This was supported by findings from an interview with Key Interview Informant Code Named XII003, who noted that: “... The BARS appraisal method provides a clear behavioral anchor for each rating scale point, especially for front desk officers who have firsthand interaction with our customers, which has helped improve the quality and quantity of employee performance. However, some employees may still be uncertain about its effectiveness, highlighting the need for better awareness and understanding of this method.” (XII003, 05/June/2025).

Regarding Item A22, which sought to determine from the respondents whether employee behavioral improvement is enhanced through feedback tied to their behaviors, a sizable proportion of respondents agreed with the statement, as indicated by the mean value of 3.98. This means that clear and specific feedback is a critical component of goal setting. Thus, clear and challenging goals, combined with pertinent feedback, enhance both motivation and performance. Bernardin and Klatt (2019) also emphasize that behavioral feedback, when anchored to performance

standards, enhances motivation by providing employees with actionable guidance to improve and maintain high levels of performance.

In relation to Item A23, which sought to determine from the respondent's BARS that reduces subjectivity and biases during employee rating by providing consistency in ratings, a great proportion of the respondents were in agreement, evidenced by the mean value of 3.07. This means that appraisal practices significantly enhanced team cohesion, work performance, and communication. This was validated by findings from an interview with the Key Interview Informant Code Named XII005, who noted: "... BARS has really helped make performance evaluations fairer and more consistent. Since it sets clear standards, there's less room for bias, and everyone knows what behaviors are expected of them." (XII005, 05/June/2025).

According to Item A24, which sought to determine from the respondents whether BARS method allocates tasks to employees with suitable traits, hence enhancing job performance, the majority of the respondents were in agreement with the statement, as indicated by a mean value of 3.49. Additionally, the standard deviation of 1.247 indicates a moderate level of variation in the responses. This suggests that while most respondents agreed that BARS supports matching tasks with employee strengths, there was some diversity of opinion, with a portion of respondents expressing neutral or less favorable views. This finding aligns with Grobler and Holtzhausen (2018), who note that BARS improves job performance by ensuring tasks are matched to employees' demonstrated competencies, thereby increasing efficiency and output.

Regarding Item A25, which sought to determine from the respondents whether BARS method uses behavioral scales to evaluate levels of performance among employees, a greater proportion of the respondents were in agreement, as indicated by the mean value of 3.79. This means that the primary goal of BARS is to offer a collection of scales that are precisely behavioral to evaluate the levels of employee performance. Additionally, the standard deviation of 1.173 indicates a moderate level of variation in respondents' views, suggesting that while most employees agree with the effectiveness of BARS, some hold differing opinions, possibly due to variations in its implementation or familiarity with the process. This was supported by findings from an interview with Key Interview Informant Code Named XII005 noted that: "...the behavioral anchors in BARS ensured that evaluations are more closely aligned with actual job behaviors and raters using BARS

demonstrate higher accuracy in evaluating job performance due to the clear criteria and detailed behavioral descriptions so the employees know what to do really.” (KII005, 05/June/2025).

In relation to Item A26, which sought to determine from the respondents whether BARS influences motivation to enhance their skills and behaviors at work, a sizeable proportion of the respondents were in agreement, as revealed by the mean value 3.85. This suggests that the method effectively measures employee performance in areas such as work quality, work quantity, and task completion. The appraisal method is recognized for assessing interpersonal skills and job knowledge within specific fields of expertise. Similarly, Bernardin and Klatt (2019) emphasize that clearly defined behavioral anchors in performance appraisal systems provide employees with a clear sense of direction and purpose, thereby fostering skill development and professional growth. This was affirmed by findings from an interview with Key Interview Informant Code Named XII006, who noted: “.....BARS has significantly helped motivate employees to improve their skills and behaviors at work. Since it clearly defines the expectation, it encourages us to focus on key areas like work quality, task completion, and even interpersonal skills. It’s a fair system that not only measures job performance but also pushes us to grow in our roles through behaving properly.” (XII006,05/June/2025).

Relating to Item A27, which sought to determine from the respondents whether employee productivity increases with a clear connection of behaviors to rewards, promotions, and bonuses, a sizeable proportion of the respondents agreed with the statement as evidenced by the mean value 3.91. This implies that when employees see a clear connection between their behaviors and rewards, such as promotions or bonuses, their motivation to perform well is likely to increase. This was confirmed by findings from an interview with Key Interview Informant Code Named KII006, who noted: “.....With what we have seen, when employees are provided with rewards such as promotion and reward, their behavior is forced to change positively, which results in improved employee performance.” (XII006, 05/June/2025).

According to Item A28, which sought to determine from the respondents whether the BARS method is perceived as a fairer and more transparent method for evaluating employees’ performance, a greater proportion of the respondents agreed with the statement, as revealed by the mean value of 3.99. This means that the BARS method is fairer and more transparent than

traditional appraisal systems, fostering greater motivation and engagement among employees, which improves their overall performance. Alsuwaidi, Alshurideh, Kurdi, and Salloum (2020) argue that clear, transparent performance appraisal systems improve employee engagement and commitment by providing employees with a precise understanding of performance expectations. This was supported by findings from an interview with Key Interview Informant Code Named XII005, who noted: ‘’... This method has encouraged fairness, transparency, and effectiveness, which has increased clarity that has enabled employees to concentrate on specific behaviors that directly impacted their overall performance.’’ (XII005, 05/June/2025).

Item A29 sought to determine whether respondents perceived the BARS method as the most effective performance appraisal tool compared to MBO and 360-degree appraisal for evaluating employee performance. The findings yielded a mean score of 2.55, which, according to the scale adapted from Sullivan and Artino (2013), indicates that a sizable proportion of respondents agreed that BARS is the most effective method (Mean > 2.5 = Agree). However, given that the mean is only slightly above the agreement threshold, this suggests a relatively lukewarm consensus, implying that most employees also appreciate the value of other appraisal methods such as MBO and 360-degree appraisal. The standard deviation of 1.118 indicates a moderate level of variation in the responses. This implies that while some respondents strongly agree that BARS is the most effective, others may favor MBO or 360-degree appraisal, indicating diverse preferences across the workforce. Alsuwaidi, Alshurideh, Kurdi, and Salloum (2020) note that no single appraisal method is universally optimal; combining elements of different appraisal systems often yield better employee engagement and performance outcomes.

Based on the statements from the Key Interview Informants, qualitative findings showed that the behavioral anchored rating scale appraisal method plays a significant role in increasing employee performance. The findings indeed indicate that Behaviorally Anchored Rating Scale (BARS) is perceived as an effective appraisal method that enhances employee performance by providing clear behavioral standards, improving both the quality and quantity of work, and promoting fairness and transparency in evaluations. Employees reported that BARS reduces subjectivity and bias, fosters consistency in ratings, and strengthens teamwork and communication. It also motivates skill development and positive behavior by linking performance to feedback, recognition, and rewards, as highlighted by Grobler and Holtzhausen (2018), who emphasize that BARS enhances accuracy

in evaluating job performance through specific behavioral anchors. Similarly, Alsuwaidi, Alshurideh, Kurdi, and Salloum (2020) note that appraisal methods that tie feedback to observable behaviors can significantly improve employee performance. The moderate variation in responses suggests that not all employees fully understand or experience the system, highlighting the need for NWSC to improve awareness, provide training, and ensure the consistent application of BARS across departments. For the corporation, implementing BARS effectively can boost employee accountability, productivity, and engagement, ultimately contributing to improved service delivery and enhanced overall organizational performance.

#### **4.4.5 Regression Analysis of Performance Appraisal Methods and Employee Performance**

The regression analysis was carried out using a multiple regression model to establish how the combined effect of the independent variable, that is, the performance appraisal method, impacts employee performance. The overall potential of were presented using the regression model in the table below. The results are presented in Table 4.6 below at NWSC in the Teso sub-region. 360-degrees appraisal method, management by objectives appraisal method and Behavioral Anchored Rating Scale appraisal method.

**Table 4.6; Regression Analysis of Performance Appraisal Methods and Employee Performance (level of significance =0.05) Performance Coefficients<sup>a</sup>**

##### **Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.772 <sup>a</sup>	.596	.586	0.345

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Partial R <sup>2</sup>	VIF
		B	Std. Error	Beta				
1	(Constant)	3.355	.430		7.793	.000		
	360-degrees Appraisal Method	.284	.081	.206	3.517	.001	.11	1.9
	Management By Objectives Appraisal Method	.502	.067	.441	7.506	.000	.37	2.1
	Behavioral Anchored Rating Scale Appraisal Method	.724	.221	.549	3.275	.001	.10	2.4

a. Dependent Variable: Employee performance.

According to table 4.6, 360-degrees appraisal method, Management by objectives appraisal method and behavioral anchored rating scale appraisal method predict 58.6% of employee performance (Adjusted R Square = .586) indicating a strong effect. The regression model was statistically significant and thus reliable for making conclusions and recommendations. The most significant predictor of the employee performance was BARS appraisal method (Beta= .549, Sig. = 0.001, Partial R<sup>2</sup>=0.10) followed by MBO appraisal method (Beta= .441, Sig. = 0.000, Partial R<sup>2</sup> =0.37) and then followed by 360-degree appraisal method (Beta= .206, Sig. = 0.001, Partial R<sup>2</sup> =0.11) showing that each variable contributed uniquely to predicting performance. All regression assumptions were met, residuals were normally distributed, homoscedastic, and independent, and VIF values were below 5. The findings revealed 360-degrees appraisal method, Management by objectives appraisal method and behavioral anchored rating scale appraisal method were strong

predictors of employee performance. The implication is that NWSC should improve performance appraisal methods to contribute to an increase in employee performance in terms of productivity, job satisfaction, motivation, quality of work and skill acquisition & development. Since the effect is significant, the findings support the stated hypotheses that there is a significant effect of performance appraisal methods on employee performance at NWSC in the Teso sub region.

## CHAPTER FIVE

### SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS.

#### 5.1 Introduction

The primary objective of the study was to investigate the impact of performance appraisal methods on employee performance at NWSC in the Teso sub-region. The specific objectives included: (i) To examine the impact of the 360-degree appraisal method on employee performance at NWSC in the Teso sub-region. (ii) To assess the impact of management by objectives appraisal method on employee performance at NWSC in the Teso sub-region. (iii) To establish the effect of the Behavioral Anchored Rating Scale appraisal method on employee performance at NWSC in the Teso sub-region. This chapter presents a summary of the findings, discussions, conclusions, and recommendations.

#### 5.2 Summary of the Study Findings

##### 5.2.1 Impact of 360-degrees Appraisal Method on Employee Performance at NWSC in the Teso Sub-Region

Based on the descriptive results of the study, most of the respondents were in agreement with statements related to the 360-degree appraisal method. Therefore, NWSC has made efforts to implement the 360-degree appraisal method to improve employee performance. In addition, the regression results revealed a statistically significant effect of the 360-degree appraisal method on  $p < 0.05$ ; hence, Hypothesis, (H1) was accepted, and the null hypothesis was rejected. On the other hand, qualitative findings showed that the 360-degree appraisal method has been instrumental in employee performance at NWSC in the Teso sub-region. The 360-degree appraisal method, which incorporates performance evaluation, manager's and peer feedback, and clarity of strengths and weaknesses, plays a crucial role in improving employee performance.

##### 5.2.2 Impact of Management by Objectives Appraisal Method on Employee Performance at NWSC in Teso Sub Region

According to the descriptive study's results, most respondents agreed with statements related to the management by objective appraisal method. Therefore, NWSC has made efforts to improve employee performance through management by objectives as a method to enhance employee

performance. In addition, the regression results revealed a statistically significant effect of management by objective on employee performance at NWSC in the Teso sub-region,  $P < 0.05$ . Hence, Hypothesis two (H2) was accepted, and the null hypothesis was rejected. Qualitative and descriptive findings revealed that management's use of the objective appraisal method has contributed to improved employee performance. The management-by-objective appraisal method has been instrumental in improving employee performance by setting objectives, monitoring progress, encouraging joint participation in goal setting, providing feedback, and rewarding employees, thereby enhancing their performance. The descriptive and qualitative findings highlight a variance in employee perceptions, suggesting that while MBO is valued by employees, its measurable impact on performance outcomes may be influenced by other factors, such as motivational factors and incentives, leadership and supervision, and training and development.

### **5.2.3 Effect of Behavioral Anchored Rating Scale Appraisal Method on Employee Performance at NWSC in the Teso Sub-Region.**

The descriptive findings of the study revealed that most respondents agreed with statements related to the BARS appraisal method. Therefore, NWSC has made efforts to implement the BARS appraisal as a method to improve employee performance. In addition, the regression results revealed a statistically significant effect of the BARS appraisal method on employee performance in the Teso sub-region, as  $p < 0.05$ ; hence, Hypothesis 3 (H3) was accepted, and the null hypothesis was rejected. Qualitative and descriptive findings equally revealed that the BARS appraisal method plays an important role. Therefore, the BARS appraisal method, which utilizes Bars anchors, ensures consistency of ratings, promotes behavioral improvement, and adheres to standards of achievement, plays a significant role in enhancing employee performance.

### **5.3 Discussion of the Findings**

The discussion of the findings was based on the summary of the results.

### **5.3.1 Impact of 360-degrees Appraisal Method on Employee Performance at NWSC in the Teso Sub-Region.**

Under objective one, the study aimed to examine the impact of the 360-degree appraisal method on employee performance at NWSC in the Teso sub-region. According to the conceptual framework, the 360-degree appraisal method was conceptualized as a performance evaluation, encompassing managers' and peers' feedback, clarity of strengths and weaknesses, and employee performance, which was conceptualized as productivity, goal achievement, job satisfaction, motivation, quality of work, and skill acquisition and development. The regression findings revealed a beta of 0.206,  $P < 0.05$ . = 0.001 ( $p < 0.05$ ). The regression analysis results further imply that the 360-degree appraisal method is a significant factor in predicting variation in employee performance. This was supported by findings from an interview with Key Interview Informant Code Named XII01, who noted that: "...For an organization like National Water to reach its objectives, it is essential to evaluate employee performance. With the performance appraisals we have, information about employees, especially feedback from peers, supervisors, and employees themselves, as is usually done, can be helpful in conducting performance reviews based on set goals, but there should be a transparent policy in addressing any challenges that may be encountered along the process."

These results are consistent with the findings of McDowall & Fletcher (2004), who found that, in addition to helping employers gather definitive data regarding employee performance, the 360-degree appraisal increases employee accountability. This performance evaluation approach incorporates self-evaluation, peer evaluation, senior evaluation, and subordinate evaluation of the employee's work. The employee can use it to determine their skills, gauge how others perceive them, and enhance communication between all parties. The employee's coworkers are free to express their opinions and provide feedback.

These findings are well explained by Goal Setting Theory (Locke & Latham, 1990), which posits that clear, specific, and challenging goals enhance employee motivation and performance. Through 360-degree feedback, employees gain a clearer understanding of their strengths and weaknesses, which directly aligns with the theory's assertion that feedback is essential for guiding goal attainment. When employees receive feedback from multiple sources, such as managers,

peers, and subordinates. It clarifies performance expectations, strengthens accountability, and motivates them to align their efforts toward achieving organizational objectives.

In a similar vein, McDowall and Fletcher (2004) argue that this approach is beneficial because it provides thorough data about individuals and encourages their participation in the evaluation process, both of which enhance commitment. Nevertheless, this approach has several drawbacks; it requires a significant amount of time and demands more time to receive and provide feedback to individual employees, which may intimidate workers. Additionally, all participants are required to undergo costly and mandatory training (Milliman et al., 1994). These findings, however, contradict those of Kane and Lawler (2009), who found that organizations typically favor the use of graphic rating scales due to their low development cost, ease of use, and suitability for human resource professionals who apply the single forms to all or most positions within the company. Because it combines the graphic rating scale with the critical events technique, this study also contradicts that of Mwema and Gachunga (2014), who discovered that most organizations utilize behaviorally anchored rating scales. Because they assess important aspects of work and aid in identifying performance abilities, behaviorally anchored rating systems are also recommended.

### **5.3.2 Impact of Management by Objectives Appraisal Method on Employee Performance at NWSC in the Teso Sub-Region.**

Under objective two, the study aimed to examine the impact of the management appraisal method on employee performance at NWSC in the Teso sub-region. According to the conceptual framework, the management by objectives appraisal method is conceptualized as setting objectives, monitoring progress, engaging in joint participation in goal setting, providing feedback, and rewarding. Employee performance was conceptualized as encompassing productivity, goal achievement, job satisfaction, motivation, quality of work, and skill acquisition and development. The regression findings revealed a Beta of 0.441,  $P < 0.001$ . = 0.000 ( $p < 0.05$ ). The regression analysis results further suggest that the management by objectives appraisal method is a significant factor in predicting variation in employee performance at NWSC. The regression findings revealed a significant impact of the management by objectives appraisal method on employee performance at NWSC in the Teso sub-region; hence, Hypothesis 2 (H2) was accepted, and the null hypothesis was rejected. This was affirmed by findings from an interview with Key Interview Informant Code

Named XII04, who noted that: “... this approach really helps us plan our daily duties alongside the corporation objectives which have already been streamlined in the action plan, so at the end of the quarter, we look at the performance and the targets achieved, enabling employees to effectively plan with management.”

These findings are well supported by Goal Setting Theory (Locke & Latham, 1990), which emphasizes that specific, challenging, and jointly agreed goals enhance motivation and performance. The results suggest that when employees at NWSC in the Teso Sub-region participate in setting their own objectives and receive regular feedback, they are more committed to achieving those goals, which in turn improves performance outcomes. The participatory aspect of MBO aligns with the theory’s core argument that goal clarity, commitment, and feedback are critical in sustaining performance.

These results align with earlier research by Mwema and Gachunga (2014), who found that workers should have personal objectives that ultimately support the company's purpose, vision, and strategic goals. Together with their managers, employees define goals and develop performance criteria that serve as a benchmark for evaluating employee performance. Additionally, they develop strategies for workers to achieve their objectives (Lindsey, 2005). Together with the supervisor, the employee identifies potential roadblocks that could hinder their progress toward reaching their objectives and devises plans to overcome them. The two sides meet regularly to discuss employees' progress and identify any modifications to the goals that are needed.

According to Brown et al. (2010), who examined the impact of performance appraisal quality as determined by clarity, feedback communication, and trust throughout the appraisal process, on employee performance, performance appraisal quality was important in explaining changes in employee performance as measured by commitment and satisfaction, both separately and in combination. Additionally, this study found that workers who received poor performance reviews (characterized by low trust, unclear expectations, and inadequate feedback communication) also reported lower levels of commitment and job satisfaction. These findings are also consistent with those of Cawley et al. (1998), who discovered that the perceived quality of evaluation feedback was important when combined with two other variables, as well as when considered alone.

### **5.3.3 Effect of Behavioral Anchored Rating Scale Appraisal Method on Employee Performance at NWSC in the Teso Sub Region.**

Under Objective Three, the study aimed to establish the effect of the Behavioral Anchored Rating Scale appraisal method on employee performance at NWSC in the Teso sub-region. According to the conceptual framework, the behavioral anchored rating scale appraisal method was conceptualized in terms of Bars anchors, consistency of ratings, behavioral improvement, and standards of achievement. Employee performance was conceptualized as encompassing productivity, goal achievement, job satisfaction, motivation, quality of work, and skill acquisition and development. The regression findings revealed a beta of 0.549,  $P < 0.05$ . = 0.001 ( $p < 0.05$ ). The regression analysis results further suggest that the Behavioral Anchored Rating Scale appraisal method is a significant predictor of variation in employee performance at NWSC in the Teso sub-region. The regression findings revealed a significant impact of the behavioral anchored rating scale appraisal method on employee performance in NWSC Teso sub-region; hence, Hypothesis three (H3) was accepted, and the null hypothesis was rejected. This was validated by findings from an interview with the Key Interview Informant Code Named XII005, who noted that: “...BARS has really helped make performance evaluations fairer and more consistent. Since it sets clear standards, there's less room for bias, and everyone knows what behaviors are expected of them.”

The research revealed that a number of participants expressed satisfaction with the manner in which performance goals are developed for every rating period using this performance appraisal method. Furthermore, the respondents indicated that performance reviews help pinpoint performance issues in order to boost worker motivation and productivity. Employees reported that they typically determine what skills are necessary to achieve the organization's goals. They identify and acknowledge their strengths and limitations independently. This resonates with Goal Setting Theory (Locke & Latham, 1990), which emphasizes that setting specific standards, establishing clear benchmarks, and providing regular feedback enhances employee motivation and performance. BARS operationalizes this principle by tying evaluations to concrete behavioral anchors, which provide clarity and reduce subjectivity.

Similarly, Porter (2008) argues that workers are expected to monitor their own growth and advancement. Since the evaluations are tied to future benefits, such as promotions and favorable postings, employees acknowledged that the BARS method motivates them. It is evident that

Ohabunwa (2009) also contends that the system of performance appraisals is extremely vulnerable to biases and that ratings are susceptible to manipulation. The results differ from previous research, including Swan's (1991) conclusion that employee performance and the effectiveness of performance reviews were negatively correlated. According to Swan, the majority of performance evaluation systems are ineffective and frequently include emotionally charged processes that have a detrimental impact on employees' performance. According to Sims, Gioia, and Longenecker (1987), performance review processes are often unjust, which makes workers unhappy and ultimately reduces their productivity.

Taken together, these findings demonstrate that BARS makes a positive contribution to employee performance at NWSC in the Teso Sub-region. By providing clear behavioral anchors, ensuring consistency of ratings, and tying appraisals to skill development and rewards, BARS reflects the core mechanisms of Goal Setting Theory. However, the system's effectiveness depends on fair implementation, continuous monitoring, and safeguards against bias.

## **5.4 Conclusion**

### **5.4.1 Impact of 360-degrees Appraisal Method on Employee Performance at NWSC in the Teso Sub-Region.**

The primary objective was to investigate the impact of the 360-degree appraisal method on employee performance at NWSC in the Teso sub-region. The 360-degree appraisal method was found to have a significant positive impact on employee performance. The regression findings revealed a Beta of 0.206,  $P < 0.05$ . = 0.001 ( $p < 0.05$ ). This reinforces the importance of multi-source feedback in clarifying strengths and weaknesses, enhancing accountability, and motivating employees. From a theoretical perspective, the results extend the application of goal-setting theory by showing that feedback from multiple sources provides employees with clearer benchmarks for goal achievement and strengthens commitment to performance targets. The evidence confirms that feedback serves not only as a corrective mechanism but also as a motivational tool that aligns individual effort with organizational objectives. By embedding structured multi-source feedback into appraisal processes, management of NWSC can enhance fairness, transparency, and employee engagement. However, to overcome challenges of cost and time, 360-degree appraisals should be

complemented with other methods such as Behaviorally Anchored Rating Scales (BARS) and Management by Objectives (MBO), thereby creating a hybrid system that balances rigor, efficiency, and employee development.

Consequently, it seems sense to draw a conclusion that the 360-degree appraisal method through performance evaluation, managers, and peer feedback, and clarity of strengths and weaknesses plays a crucial role in improving employee performance in terms of productivity, goal achievement, job satisfaction, motivation, quality of work, and skill acquisition and development.

#### **5.4.2 Impact of Management by Objectives Appraisal Method on Employee Performance at NWSC in the Teso Sub-Region.**

The second objective aims to examine the impact of management by objective appraisal method on employee performance at NWSC in the Teso sub-region. The regression findings revealed a Beta of 0.441,  $P < 0.001$ . = 0.000 ( $p < 0.05$ ). The regression findings revealed a significant impact of the management by objectives appraisal method on employee performance at NWSC in the Teso sub-region; hence, Hypothesis 2, (H2) was accepted, and the null hypothesis was rejected.

The results reinforce Goal Setting Theory, which posits that clear, specific, and mutually agreed-upon goals drive higher levels of commitment and performance. The evidence suggests that when employees are directly involved in setting their objectives and receive regular feedback, their alignment with organizational goals is strengthened, resulting in improved outcomes. This finding contributes to the body of knowledge by demonstrating that participatory appraisal methods, such as MBO, operationalize the motivational mechanisms outlined by Goal Setting Theory in a public-sector context.

The study highlights the need for NWSC and similar organizations to institutionalize participatory appraisal frameworks that emphasize collaboration between managers and employees. By embedding MBO principles into appraisal systems, organizations can enhance accountability, improve communication, and foster a culture of ownership in performance management. Policymakers should also ensure that appraisal processes are supported by training for managers and staff to enhance the quality of feedback and maintain flexibility in adjusting goals to meet the organization's dynamic needs.

The findings confirm that MBO significantly enhances employee performance at NWSC. Its effectiveness could be further amplified if integrated with other appraisal methods, such as 360-degree feedback and BARS, to provide a more comprehensive, balanced, and practical approach to performance management.

#### **5.4.3 Effect of Behavioral Anchored Rating Scale Appraisal Method on Employee Performance at NWSC in the Teso Sub-Region.**

The third objective was to examine the effect of the Behavioral Anchored Rating Appraisal method on employee performance at NWSC in the Teso sub-region. The regression findings revealed a Beta of 0.549,  $P < 0.05$ . = 0.001 ( $p < 0.05$ ). The regression analysis results further suggest that the Behavioral Anchored Rating Scale appraisal method is a significant predictor of variation in employee performance at NWSC in the Teso sub-region. The regression findings revealed a significant impact of the behavioral anchored rating scale appraisal method on employee performance at NWSC in the Teso sub-region; hence, Hypothesis three (H3) was accepted, and the null hypothesis was rejected.

Theoretically, these results extend goal-setting theory, which emphasizes that setting specific standards, providing clear feedback, and establishing measurable benchmarks enhances motivation and performance. BARS operationalizes these principles by offering concrete behavioral anchors that guide employee actions, reduce subjectivity, and increase accountability, thereby aligning individual effort with organizational objectives.

The findings indicate that the Behaviorally Anchored Rating Scale (BARS) appraisal method significantly improves employee performance at NWSC by providing clear behavioral standards, enhancing consistency in ratings, and motivating employees to develop skills and achieve goals. Therefore, the study highlights the importance of NWSC adopting a structured, behavior-focused appraisal. However, its effectiveness could be further strengthened if combined with other appraisal methods, such as 360-degree feedback and MBO, to create a more comprehensive and balanced performance management system. It is therefore reasonable to conclude that BARS is still perceived by employees at NWSC in the Teso sub-region as contributing to their enhanced performance.

## **5.5 Recommendation**

### **5.5.1 Impact of 360-degrees Appraisal Method on Employee Performance at NWSC in the Teso Sub-Region.**

The primary objective was to investigate the impact of the 360-degree appraisal method on employee performance at NWSC in the Teso sub-region. Based on the findings, it is recommended that NWSC management in the Teso Sub-region further strengthen the implementation of the 360-degree appraisal method. This should include a focused emphasis on performance evaluation, multi-source feedback from managers and peers, and clear identification of employees' strengths and areas for improvement. By reinforcing these elements, the organization can enhance employee performance across key dimensions, including productivity, goal achievement, motivation, job satisfaction, quality of work, and skill development. In line with Goal Setting Theory, providing employees with clear feedback and benchmarks enhances goal clarity, commitment, and motivation, ultimately driving better performance outcomes. Additionally, to maximize effectiveness and address potential challenges, such as time constraints and resource demands, NWSC management should continue to integrate the 360-degree appraisal method with complementary approaches, including Behaviorally Anchored Rating Scales (BARS) and Management by Objectives (MBO). This hybrid approach can create a more comprehensive, balanced, and effective performance management system.

### **5.5.2 Impact of Management by Objectives Appraisal Method on Employee Performance at NWSC in the Teso Sub-Region.**

The second objective was to examine the impact of management by objectives on employee performance at NWSC in the Teso sub-region. It is recommended that NWSC in the Teso Sub-region continue to implement and strengthen MBO appraisal practices by ensuring active employee participation in goal setting, continuous monitoring of progress, structured feedback, and reward mechanisms. This approach enhances employee commitment, accountability, and alignment with organizational objectives, positively impacting productivity, goal achievement, motivation, job satisfaction, and skill development. The findings support Goal Setting Theory, which emphasizes the importance of setting specific, challenging, and mutually agreed-upon goals in motivating employees. To achieve maximum effectiveness, MBO should continue to be

integrated with other appraisal methods, such as 360-degree feedback and BARS, to provide a balanced, participatory, and outcome-focused performance management system.

### **5.5.3 Effect of Behavioral Anchored Rating Scale Appraisal Method on Employee Performance at NWSC in the Teso Sub-Region.**

The third objective was to examine the effect of the Behavioral Anchored Rating Scale appraisal method on employee performance at NWSC in the Teso sub-region. It is recommended that NWSC adopts and strengthens the use of BARS by ensuring clear behavioral standards, consistent ratings, and linking evaluations to skill development and goal achievement. This approach provides employees with concrete guidance on performance expectations, fosters accountability, and enhances motivation, productivity, and quality of work. From a goal-setting theory perspective, BARS operationalizes the principle of clear standards and measurable benchmarks, which are essential for guiding employee effort and achieving organizational goals. Additionally, NWSC should integrate BARS with other appraisal methods, such as MBO and 360-degree methods, to achieve a strong impact on employee performance.

Overall, NWSC should adopt a blended performance appraisal approach that inculcates the strengths of 360-degree, MBO, and BARS. Combining these methods will provide a comprehensive and effective performance appraisal system that enhances productivity, motivation, job satisfaction, quality of work, and skill development across the organization. In addition, NWSC is recommended to strengthen other organization factors beyond just appraisal systems that directly influence employee performance such as compensation and rewards systems that's to say ensuring fair pay across all employees at different levels, timely payment of gratuity and incentives, fostering participatory and transparent leadership styles that inspire performance, encouraging open dialogue, inclusion in decision making and ensuring that staff have a strong sense of belonging, creating a safe, resource-enabled work place and equipping employees with the necessary skills through training and capacity building.

### **5.6 Limitations of the Study.**

Similar to other prior studies, this study has certain drawbacks.

First and foremost, the study's geographic focus was restricted to NWSC offices in the Teso sub-region; however, because the organization is dispersed across the nation in various areas, the study was unable to gather crucial performance data on performance appraisal methods as well as employee performance in other NWSC zonal service offices across the country.

The subject scope of the study was constrained because many performance appraisal methods, as well as employee performance, were not thoroughly discussed. However, since the ideas of performance evaluation techniques on employee performance are broad, certain details were inevitably overlooked.

Finally, the study's time scope was constrained because it examined performance appraisal methods as well as employee performance over a short period, specifically from 2003 to 2024. However, performance appraisal methods evolve with time and are influenced by the organization's environment, which changes over time.

### **5.7 Areas for Further Study**

Future research should focus on all of NWSC's nationwide branches and encompass their entire geographic scope. This study suggests that further research be conducted on how performance appraisal techniques affect employee performance outside of the Teso sub-region and in other contexts beyond NWSC. The discourse surrounding employee performance metrics and performance appraisal techniques may be influenced by several settings. Finally, because employee performance is a dynamic characteristic that can vary over time, this study suggests the use of longitudinal studies. Periodic analysis is necessary since performance appraisal is a continual improvement process, and various businesses may use different approaches over time. The following topics should also be investigated in future studies. Efficacy of appraisals as perceived by employees at NWSC in the Teso sub region, fairness of appraisals and employee performance at NWSC in the Teso sub region, and feedback from appraisals on employee performance at NWSC in the Teso sub region.

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## **APPENDIX 1: QUESTIONNAIRE FOR PRIMARY RESPONDENTS**

Research Title: “The effect of performance Appraisal Methods on Employee Performance: a case of National Water and Sewerage Corporation, in the Teso sub-region, Uganda”

Dear Respondent,

My name is Alupo Sylvia; I am a student at Uganda Christian University (UCU), pursuing a Master’s degree in Business Administration. I want to thank you in advance for your time and willingness to share your views on the aforementioned research topic.

Please know that your anonymity is guaranteed, and no other party apart from the researcher will be able to view your responses, and the results will not include any info or data that would identify any individual. This questionnaire consists of various sections, with questions and/or prompts that require you to respond precisely by ticking where appropriate or providing concise written responses. Feel free to ask for help where necessary.

Thank you, and I appreciate your participation in this endeavor.

### **SECTION A:**

#### **DEMOGRAPHIC PROFILE**

Please circle the appropriate letter

##### **1.Age (years)**

- a) 25 years and below
- b) 26 – 35 years
- c) 36 – 45 years
- d) 46 – 55 years
- e) 56 years and above

##### **2. Gender of respondent**

- a) Female

- b) Male

**3. Period of working with NWSC**

- a) 1 year and below
- b) 2 – 5 years
- c) 6 – 10 years
- d) 11 years and above

**4. Which department do you work in?**

- a) Administration
- b) Technical and engineering
- c) Accounts and Finance
- d) Human Resource
- e) Transport
- f) Production
- g) Inventory and procurement
- h) Commercial and customer care
- i) Quality control

**SECTION B:** The impact of 360 degrees on employee performance at NWSC in the Teso Sub-Region.

*Kindly use the following Likert scale to answer:*

**1. Strongly Disagree, 2. Disagree, 3. Not Sure, 4. Agree, 5. Strongly Agree**

<b>Statement</b>	1	2	3	4	5
This method fosters self-evaluation by the employee which enhances skills development and behavior change.					
Comprehensive gathering of information about employees from different degrees enhances employee performance					

Employees are more motivated when performance expectations are communicated and aligned with organizational goals.					
The method facilitates timely feedback and reviews of employees for their work and performance given predetermined goals.					
This method is frequent, accurate, specific and timely hence allowing room for change after appraisal					
This method enhances intrinsic motivation by emphasizing personal and professional development.					
Fairness and un biasedness of the method in assessment enhances and sustains employee performance improvement					
Employees feel empowered through feedback process and thus exhibit higher levels of engagement, improvement and commitment					
Am satisfied with the way 360-degree evaluation process is undertaken					
360 method is the most effective performance appraisal method compared to MBO and BARS to evaluate employees					

**SECTION C:** The impact of management by objectives on employee performance at NWSC in the Teso Sub-Region.

Kindly use the following Likert scale to answer:

**1. Strongly Disagree, 2. Disagree, 3. Not Sure, 4. Agree, 5. Strongly Agree**

Statement	1	2	3	4	5
1. Through MBO, planning between staff and managers is encouraged					
2. MBO fosters setting of clear objects which facilitate goal attainment					
3. MBO bridges the communication gap between staff levels, hence easy information access.					

4. MBO through delegation promotes retention, and commitment towards performance targets achievement					
5. MBO facilitates a two-way feedback mechanism which facilitates better communication hence fostering improved employee performance					
6. Through shared goal setting, acceptable key performance indicators are generated for employees to be evaluated.					
7. Management by objectives improves organizational performance through enhanced employee productivity					
8. MBO facilitates employee recognition and motivation criteria through shared goal setting and achievement					
9. Am satisfied with the way MBO evaluation process is undertaken					
10. MBO is the most effective performance appraisal method compared to MBO and 360 degrees to evaluate employees					

**SECTION D:** The effect of Behavioral Anchored Rating Scale appraisal method on employee performance at NWSC in the Teso Sub-Region.

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1 BARS enhances quality and quantity of work through providing clear standards of achievement					
2. Employee Behavioral improvement is enhanced through feedback tied to their behaviors					
3. BARS reduces subjectivity and biases during employee rating by providing consistency in ratings.					
4. BARS method allocates tasks to employees with suiting traits hence enhancing job performance					
5. BARS method uses behavioral scales to evaluate levels of performance among employees					

6. BARS influences motivation to enhance your skills and behaviors at work					
7. Employee productivity increases with clear connection of behaviors to rewards, promotions and bonuses					
8. BARS method is perceived as a fairer and more transparent method to evaluate employees' performance.					
9 BARS is the most effective performance appraisal method compared to MBO and 360 degrees to evaluate employees					

*Thank you for participating in this research*

## **APPENDIX 2: INTERVIEW FOR KEY INFORMANTS**

### ***Interview Questions:***

- (a) What is your position at NWSC?
- (b) How long have you worked with NWSC?
- (c) Have you been involved in performance appraisal, if yes, how would you describe the effectiveness of performance appraisals in your area?
- d) In your opinion, how important is it to have effective performance appraisal methods?
- e) How does receiving feedback from multiple sources (supervisors, peers, subordinates) affect the performance of staff?
- f) In what ways does feedback from performance appraisals impact on the performance of the staff?
- g) How does the process of setting clear objectives under MBO impact on work performance?
- h) How well do you think BARS captures job performance based on specific behaviors?
- i) What challenges have you experienced with implementing performance appraisals within your area or branch?
- j) What improvements would you suggest for performance appraisal practices at NWSC?
- k) Of the methods (360-degree feedback, MBO, BARS), which do you feel is most effective for improving employee performance in your area or branch?

***Thank you for your response.***

**THANK YOU.**



# UGANDA CHRISTIAN UNIVERSITY

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SCHOOL OF RESEARCH & POSTGRADUATE STUDIES

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

Date: 17/9/2025.....

Name of Candidate: ALUPO SYLVIA..... Reg. No: J22M15/012.....

Title of Dissertation THE EFFECT OF PERFORMANCE APPRAISAL METHODS ON EMPLOYEE PERFORMANCE, A CASE OF NATIONAL WATER AND SEWERAGE CORPORATION, IN THE TESO SUB-REGION.

SN	COMMENTS BY EXTERNAL EXAMINER. (SPECIFIC CORRECTIONS)	ACTION TAKEN	INDICATOR
1	Shorten and focus the problem statement to make it clearer and less repetitive. Reduce repetition and improve critical synthesis in the literature review, with more emphasis on Uganda-specific studies	Shortened and focused the problem statement to make it more clear and less repetitive.	Problem statement

2	Focus the methodology chapter more on its application to this study and avoid lengthy explanations of generic concepts	Focused methodology chapter more on application to the study rather than explaining generic concepts.	Chapter three
3	In the findings chapter, go beyond restating tables to interpret what the results mean for NWSC's operations and employee performance.	Interpreted what the results in the tables mean for NWSC's operations and employee performance under empirical findings	Chapter four
5	Integrate more qualitative evidence, including direct quotations, to enrich the discussion	Integrated more qualitative evidence including direct quotations to enrich the discussion of empirical findings	Chapter four
6	Strengthen the discussion chapter by linking results more explicitly to theory and related studies	Strengthened discussion of findings to theory and related studies	Chapter five
7	Bring out the theoretical and policy contributions more clearly in the conclusions	Brought out the theoretical and policy contributions more clearly in the conclusion.	Chapter five
8	Ensure consistency between in-text citations and reference list.	Updated and ensured consistency in text citations and reference list.	References.
9	Conduct a detailed proofread to correct grammar, eliminate verbosity, and improve readability	Conducted a detailed grammar check to eliminate verbosity.	Entire work book

SN	COMMENTS BY INTERNAL EXAMINER (HIGH-PRIORITY CORRECTIONS WITH LOCATIONS)	ACTION TAKEN	INDICATOR
1	State and test each hypothesis • Restate H0/H1, $\alpha=0.05$ , model, test statistic, p, CI, decision at: pp. 41, 48, 54 (the "Testing Hypothesis ..." sections)	Stated and retested each hypothesis in a multiple regression analysis	Chapter four

2	Correct significance claims • Abstract (p. xiii) and Chapter 5 (pp. 57-60) must reflect non-significant results: $p = 0.089/0.356/0.098 \Rightarrow$ not significant at 0.05	Corrected significance claims	Chapter four
3	Fix data errors • Table 4.2 (p. 33) gender counts/percent inconsistent; correct and update any downstream analysis.	Corrected data counts and updated downstream analysis	Table 4.2, Chapter four
4	Add assumptions & effect sizes (in case the student has competencies, this could add value to the dissertation) • Chapter 4 (pp. 35-54): add VIFs, residual plots, tests for homoscedasticity, report standardized $\beta$ , partial $R^2$ , power note.	Added assumptions, Added VIFs, Partial $R^2$ , added tests for homoscedasticity	Table 4.6, Chapter four
5	Integrate qualitative evidence • Bring interview themes (Appendix 2) into the interpretation of non-significant results (pp. 57-60).	Integrated qualitative evidence into summary of findings	Chapter five
6	Tighten alignment with framework • Reconnect outcomes to the conceptual framework (p. 12) when discussing why 360°/MBO/BARS didn't clear $\alpha=0.05$ .	Carried out a multiple regression analysis to verify significance of appraisal methods on employee performance.  Reconnected outcomes to conceptual framework,	Chapter four to Chapter five

SN	COMMENTS BY VIVA VOCE PANNEL	ACTION TAKEN	INDICATOR
1	She needs to have a clear and more scientific reason for choosing Kumi	Changed Geographical scope from Kumi to Teso sub-region.  Added a more scientific reason for choosing Teso Sub-region.	Geographical Scope, Entire Work book

2	The student did and presents the ANOVA table but seems not to even be able to explain them	Ran a multiple regression analysis for better explaining of results and to clarify their significance	Chapter four
3	The student has problems with analysis. She may also need to run the analysis again with support from Dr. Sebagala so that she can have her work in line	Ran another analysis from the simple regression to multiple regression and adjusted discussion of findings, conclusion and recommendation.	Chapter four to Chapter five.

ALUPO SYLVIA



MR. KABANDA MARTIN



.....  
Candidate's Name

.....  
Signature

.....  
Supervisor's Name

.....  
Signature