AN ASSESSMENT OF FACTORS AFFECTING THE IMPLEMENTATION OF THE PERFORMANCE APPRAISAL SYSTEM IN RWANDA: A CASE OF NYAMASHEEKE DISTRICT LOCAL GOVERNMENT (NDLG)

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ABSTRACT*: The study set out to assess the factors affecting implementation of the performance appraisal system at Nyamasheeke District Local Government (NDLG), Rwanda. The study was based on these objectives; To Examine how management processes affects the implementation of the performance appraisal in Nyamasheeke District Local Government, Investigating how the level of trust between the appraiser and appraisee affects implementation of performance appraisal, to study how communication between the appraisee and appraiser affects the implementation of performance appraisal and lastly to examine how training levels of appraisees affect the implementation of performance appraisal in Nyamasheeke District Local Government. The Study employed both Stratified and Purposive random sampling techniques to get reliable key informants. A total of 122 respondents was used these included:30 Health Officers, 10 Secretaries, 8 Sub-county chiefs, 4 Town clerks, 50 Technical Planning Committee members and 45 Teachers at Nyamasheeke District Local Government. Findings of the study indicate the following: management of the process of appraisal, level of trust, training of the raters and ratees, and communication are the most important factors affecting the implementation of staff performance appraisals at NDLG. Effective management of these factors improves the staff appraisal system while failure to manage them properly, leads to ineffective staff appraisal. A significant and positive correlation was discovered to prevailing among implementation of staff performance appraisal and that factors. The researcher therefore recommends the following; The management process of appraisal exercise must be taken with due consideration by both the ratees and raters so as to enable them have ample preparations, adequate knowledge, confident and trust in appraisal system which result into effective appraisal.Implementation of staff performance appraisals should be done on the basis of trust ,is not only a duty of the raters but also of the ratees to actively get involved in the exercise as it leads to the smooth running and provision of constructive feedback aimed at improvement of the performance.Communication to raters and ratees before commencement of the appraisal exercise is a prerequisite to effective any staff performance appraisals, so the public servants and local government employees should be given prior communications so as to prepare them for effective exercise and enhancement of constructive improvements in employee performance.*

KEYWORDS: Performance Appraisal System, Rwanda Nyamasheeke District Local Government

INTRODUCTION

The study examined the factors affecting the implementation of performance appraisal system in Nyamasheeke District Local Government. In this case, performance appraisal is considered as independent variable. The independent variables are: management process, Level of trust, level of training and communication while implementation is the dependent variable. This chapter presents the introduction, background to the study, historical background, theoretical background, conceptual background, contextual background, statement of the problem, objective of the study, research questions, significance of the study, scope of the study research question, hypothesis, conceptual frame work, justification of the study and operational definitions used in the study.

Historical Background

Although the use of performance appraisal has increased over the last few decades, the practice of formally evaluating employees has existed for centuries. As early as the third century A.D., Sin Yu, an early Chinese philosopher, criticized a biased rater employed by the Wei dynasty on the grounds that "the Imperial Rater of Nine Grades seldom rates men according to their merits but always according to his likes and dislikes" (Patten, 1997).

Systematic employee appraisal techniques came into prominence just after the end of World War. During the war, Walter Dill Scott succeeded in persuading the United States Army to adopt 'man-to-man' rating system for evaluating military officers, although formal performance appraisal probably began in the United States in 1813 (Bellows and Estep, 1954) when army General Lewis Cass submitted to the War Department an evaluation of each of his men using such terms as 'a good-natured man' or 'knave despised by all' (Murphy and Cleveland, 1995).
Most of the merit rating plans from 1920 to the mid-1940s were of the rating scale type with factors, degrees and points. Indeed the analogy between a point plan of job evaluation and a rating scale plan of merit is very close. From the early 1950's greater interest was devoted in the performance appraisal of technical, professional and managerial personnel. However it has to be pointed out that with the changing nature on the emphasis, the terminology has also been changing over the years. Some of the other terms currently being used include personnel appraisal, personnel review, progress report, service rating, and performance evaluation.

In the years after independence in 1962, the public service of Uganda was regarded as one of the most effective in sub-Saharan Africa (Corkery, 2009). The population of the country was put at just over eight millions (968 –The annual economic rate of growth was percent. GDP was reasonable at Ushs. 4,922m (Corkery, 2009). But, the 1970s and first half of the 1980s saw a dramatic deterioration in the economic health of the country. GDP declined by 6.6 percent year from 1978 to 1980. Inflation reached unsustainable levels – the poor working systems, declining standards of living and the increasing insecurity in the country led to an exodus of skilled manpower from the country. All services declined (Corkery, 2009).

When the government headed by President Paul Kagame came in 1994, it found an economy that

2

was ineffective. Corruption and abuse of office as a way of survival was widespread. It was found that the Rwanda civil service had not been bloated but also suffered from inefficiency and poor performance. It identified inadequate pay and benefits, poor management skills, dysfunctional organization and inadequate personnel management and training as major issues. The government recognized the fact that if the economy were to recover, it was necessary to have an efficient and effective administration to guide and direct it. The 225 recommendations mode by PSRP was accepted by the government in 1991 and formed the basis of the Public Service Review Programme (PSRP). Its mission was to develop a public service which delivers timely, high quality and appropriate services. The main focus of the reform programme was the creation of a competent, accountable and affordable civil service. It brought changes in relation to responsibility for recruitment, remuneration, organization of work and range of responsibility (Karyeija, 2010). It is envisaged that personnel management including promotion criteria and basis for salary as an effective operation of performance appraisal was followed by all other organizations, including Nyamasheeke District. The question is, is performance appraisal effectively implemented in NDLG ?

The literature on performance appraisal does not show the challenges to effective performance appraisal given its background in Rwanda, (Ministry of Public Service (2007). This research therefore aims at looking at challenges to effective implementation of staff appraisals in NDLG.

THEORETICAL BACKGROUND

Workers motivation is crucial as motivated employees can lead individual goals that are the success of the organization (Armstrong, 2006). This study is going to apply goal theory of Locke (1968) to understand factors that affect implementation of performance appraisal system in NDLG. The organization exists to achieve goals is important to determine organizational effectiveness. According to goal theory, motivation and performance will improve if people are committed to their goals (Giffin,1989). The employees expect a certain outcome after reaching goals. This theory of motivation can be applied to any situation (Anderson, 2002). People need to know how their leaders are going to appraise them, in a fair and equitable manner, in addition expect their work to be recognized by proper rewards such as salary increase, promotion, recognition, in doing so employees will comply with appraisal requirements (Decenzo & Robbins, 2003).

Conceptual background
This study is guided by the following concepts; performance appraisal as independent variables with management process, level of trust, training levels and communication plus implementation as the dependent variables. Different scholars have defined performance appraisal differently, although majority seem to agree that this phenomenon is about relating people's attitudes and actions with the outputs and objectives of the organization, and this impacts on performance.
White (2006) asserts that performance appraisal is the process to ascertain the worth of employees output in a given organization, by way of acquiring, scrutinizing, recording and assessing information about them. He adds that it helps to establish resource inputs. The Oxford

3

English Dictionary define appraisal as the action to estimate or judge the value, performance , nature or quality of a thing, a situation or of someone, against which an opinion can be made about them. Kane (1996) argues that performance is something that the person leaves behind, and that which exists apart from the purpose.Yong (1996) defines performance appraisal as an evaluation and grading exercise undertaken by an organization on all its employees either periodically or annually, on the outcomes of performance based on the job content, job requirement and personal behavior in a given position. Bird (2003) suggests that performance appraisal is the assessment of what we produce and how Ministry of Public Service interprets performance appraisal (2007) as the assessment of individual in relation to the objective, output and targets of a given job over a specific period of time. Therefore in this study, performance is aimed at evaluating ones ability to work with/out supervision within a specific period of time.

Management is the process of planning, organizing, leading and controlling the efforts of organization members and using other organizational resources to achieve stated organizational goals. Stoner (1982) The definition by Mary Parker Follett calls for attention to the fact that managers achieve organizational goals by arranging for others to perform whatever tasks may be necessary not by performing the tasks themselves. Management is a process of working with and through others to achieve organizational objectives in a changing environment. This basically looks at five components (1) working with and through others (2) achieving organizational objectives, (3) balancing effectiveness and efficiency, (4) making the most of limited resources and (5) coping with a changing environment.

Kreitner (2003) Management has been defined simply as the art of getting things done through other people. (Robbins, 2003) Management makes decisions to allocate resources and direct the activities of others to attain goals. In this study Management is aimed at ensuring that work targets are meant within specified period of time.

Communication is the process by which the management functions of planning, organizing, leading and controlling are accomplished. The process of communication makes it possible for managers to carry out their tasks and responsibilities (Stoner, 1982).Communication is the transference and understanding of meaning (Robbins, 2003) No matter how great; is useful until it is transmitted and understood by others. Communication fosters motivation by clarifying to employees what is done, how well they are doing and what can be done to improve performance if it's subpar (Robbins, 2003). A management scholar Keith Davis has defined communication as the transfer of information and understanding from one person to another person (Kreitner, 1995). In the study communication is an important aspect in ensuring the smooth appraisal process between the Appraiser and Appraisee

Training simply refers to the teaching of technical skills to non managerial personnel. Stoner (1982). The need to promote new employees or individuals who are being promoted is self – evident, new jobs usually require training in new skills. One of the procedures that can be used to determine the training needs is performance standards or objectives established for his/her work Stoner (1982). In this context levels of training will help identifying training gaps between the

4

appraiser and appraisee hence improved in the performance level at NDLG.

Contextual background

According to the guidelines from the Ministry of Public Service (2007) Nyamasheeke District Local Government staffs are appraised on annual basis those who are on permanent while those on probation are appraised on six months basis. As a result of appraisal, some staffs are promoted, others are re-deployed to different duty stations, and unfortunately others are retrenched, trained among other actions. This has a great impact on their performance. But there are questions to be asked after this appraisal process. Are the staff effectively appraised or not? What demotivates them if they are effectively appraised? What are the challenges faced during the appraisal process?

According to Robbins (1991), it's usually hard for employees to stay motivated and perform well on the job when there is high uncertainty as to whether they will have a job next month or next year. Employee motivation also declines when there are layoffs, reassignments of duties which require absorbing the tasks that were previously done by others relocating employees the stress resulting from the changes. Since the inception of NDLG in 2005, performance appraisal has always been done but not following the guidelines provided by the Ministry of Public Service. Appraisals are done when they are long overdue; the recommendations especially for promotions and training are not implemented. Supervisors do not record the performance of their subordinates throughout the year which would help them during the appraisal process Nyamasheeke District State of Affairs Address (2014/2015 FY). The researcher is of the view that if the appraisal process is smooth, straight forward and fair, this would not happen which means there are some challenges that need to be addressed.

Statement of the problem

Nyamasheeke District Local Government has been implementing performance appraisal as one of the requirements of all government ministries and agencies. It is done annually for permanent and pensionable staff and bi-annual to the probational staff (Ministry of Public Service July 2007). In order to ensure performance appraisal is done smoothly, NDLG has had several training and performance appraisal process of all staff, communication channels here have been opened up, the management process restricted and trust is being built. Additionally, the Chief Administrative Officer and the office of Principle Personnel Officer have always written several remainders to heads of Departments to appraise their subordinates in time and ensure transparency during the appraisal process.

Despite NDLG having stipulated guidelines for managers and staff in place, performance appraisal is not done appropriately as managers normally do the appraisal of staff when they are long overdue or when a staff needs to apply for a promotion, managers normally do not give enough time to the appraisal process which brings biasness in the results and complain of the busy work schedules. Some managers are not objective when appraising their subordinates and end up subjective. This denies the subordinates a chance to improve where they are weak; Nyamasheeke District State of Affairs Address (2009/2010 FY).

5

Also, the subordinates who are qualified to be promoted are not able to do so because of the restricted structure of public service that will lead to high attrition rate of staff for private sector. Staffs are not motivated to be appraised because they see no use and only decide to be appraised at the end of the year or ignore and fill the appraisal forms once when they find it necessary. Some staffs do not even understand some of the language of appraisal forms if this persists; performance appraisal is likely to lose its meaning. This may necessitate Ministry of Public to revisit this appraisal system again. This study therefore seeks to establish the challenges faced by NDLG staff during the appraisal period and address them so as to improve on its performance.

Objectives of the study
To examine the factors affecting the implementation of performance appraisal at Nyamasheeke District Local Government, Rwanda.

Specific objectives
The specific objectives of this study were to**:**
a) Examine how management processes affects the implementation of the performance appraisal in Nyamasheeke District Local Government.
b) Investigate how the level of trust between the appraiser and appraisee affects implementation of performance appraisal in Nyamasheeke District Local Government.
c) Study how communication between the appraisee and appraiser affects the implementation of performance appraisal in Nyamasheeke District Local Government
d) Examine how training levels of appraisee affect the implementation of performance appraisal in Nyamasheeke District Local Government

Research questions
a) To what extent does the management processes affect the implementation of the performance appraisal in Nyamasheeke District Local Government?
b) How does the level of trust between the appraiser and appraisee affect the implementation of performance appraisal in Nyamasheeke District Local Government?
c) To what extent does communication between the appraisee and appraiser affect the implementation of performance appraisal in Nyamasheeke District Local Government?
d) How does training levels of appraisee affect the implementation of performance appraisal in Nyamasheeke District Local Government?

Hypotheses
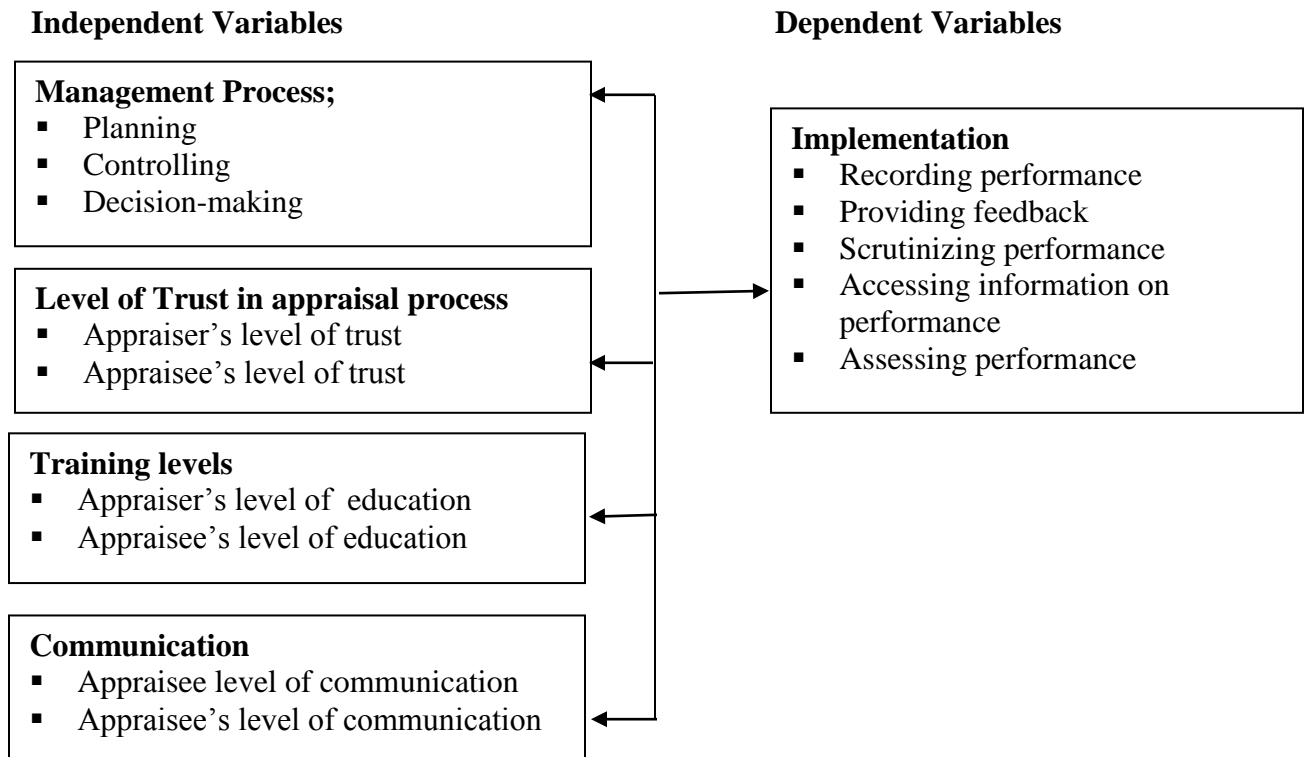a) Management processes do not affect the implementation of performance appraisal in NDLG.
b) The level of trust between the appraiser and the appraisee does not have significant effect on the implementation of performance appraisal in NDLG.
c) The level of training does not affect the implementation of performance appraisal in NDLG.
d) Communication between the appraiser and appraisee does not affect the implementation of

performance appraisal in NDLG.

Conceptual framework

Below is the conceptual framework showing the relationship between the independent variable and dependent variable. The independent variables are management process, level of trust, training levels and communication. The dependent variable is implementation.

Figure 1.0 Conceptual framework

Independent Variables　　　　　　　　　　**Dependent Variables**

Management Process;
- Planning
- Controlling
- Decision-making

Level of Trust in appraisal process
- Appraiser's level of trust
- Appraisee's level of trust

Training levels
- Appraiser's level of education
- Appraisee's level of education

Communication
- Appraisee level of communication
- Appraisee's level of communication

Implementation
- Recording performance
- Providing feedback
- Scrutinizing performance
- Accessing information on performance
- Assessing performance

The above figure1.0 shows a conceptual framework, it shows that factors affecting performance appraisal and are regarded as independent variables (IV) in this study, they include: management process, training levels and communication. On the other side, the effects and output arising from the above mentioned factors after appraisal has been done are referred to implementation as Dependent Variables (DV), these include: provision of feed back, record of performance, scrutinizing performance, and assessment of performance.

Scope of the study
Content scope
The study focused on factors affecting the implementation of performance appraisal system of Nyamasheeke District Local Government which included management process, communication,

7

training level and level of trust as independent variables. Implementation was the dependent variable. The study was be restricted to NDLG.

Time scope
The information required for assessment of the above topic will run from 2005 to 2013 for a significant conclusion. The period under review gives a good interval to assess the performance appraisal of Nyamasheeke District Local Government.

Justification of the study
The study was necessary in NDLG because the researcher intended to find out the solutions to the challenges being faced by the both appraiser and appraisee during the appraisal process exercise.
In order to ensure performance appraisal is done smoothly it includes the staff layoff in case of less performance, and rewarding according to ones performance such as pay raise and bonus.

Significance of the study
To Nyamasheeke District Local Government the study was to help them identify the challenges in conducting the performance appraisal process and find suitable solutions.
To future researchers the knowledge excavation by the study findings will be of great benefit to them and gaps not addressed by this study will create grounds for future research.
To the Ministry of public service, the study will help them carry out continuous monitoring of the performance appraisal in all Local Governments and Ministries and where necessary modify it to suit the organizations.

Operational definitions
Appraisal: A process of assessing the performance of an employee in relation to assigned duties, roles and responsibilities.
Appraiser/Rater: The person who judges the performance of another person.
Appraisee/Ratee: An individual whose performance is being evaluated by his close superiors.
Performance: Quality and quantity of work by the performer/employee.
Performance appraisal: An integrated process that occurs regularly and frequently between supervisor and worker. The process should follow each task or project as it is accomplished.
Supervisor: A line manager in charge of a group of workers and responsible for ensuring that they do their work properly.

LITERATURE REVIEW

Introduction
This chapter contains literature on goal setting theory, its relevancy and criticisms and factors affecting the implementation of Performance appraisal.

Theoretical Review
Given that performance appraisals are supposed to motivate workers to achieve desired goals,

this study adopts Locke goal setting theory, based on the ideal that behavior is purposeful or goal oriented, goal setting theory suggests that specific and challenging goals can motivate behavior. Difficult goals boost performance by directing interest and action, mobilizing effort, rising determination and motivating the search for performance strategies (Imperial 2004).The ideal behind goal setting theory is that, though setting goals, an employee knows what needs to be done and how much effort will need to be exerted. It is assumed that individuals compare their current performance to the required level of performance for the accomplishment of a goal. If they fall short in terms of performance, they will be motivated to fill gaps to achieve the goal by working harder.

Locke (1968) demonstrated that individuals who were assigned difficult goals performed better than those who were assigned moderately easy goals. Latham and Baldes (1975) applied Locke's finding to the logging industry and they found that goals setting may provide the employees with a sense of achievement, recognition and commitment by making clear what they are supposed to do. Moreover 87 studies on goal setting as a motivational technique empirically supported the ideal that challenging and specific goals motivate employees more than goals that are not difficult and stated in general terms (Tubbs 1986) thus it is better to do their best. According to Eden (1988) goal setting raises expectations and strengthens people's positive judgments to their capabilities. It encourages people to think they can make a difference. It enhances motivation because expectations are raised and productive self –fulfilling is strengthen Eden points out that goal that their efforts will lead to required performance increase, they will be more likely to exert more effort towards accomplishment of the goal.

Latham & Locke (1979) emphasized that goal setting may bring about the major instrument by which extrinsic and intrinsic incentives affect motivation. They give the example that according to an experience on job enrichment, unless employees are assigned more difficult and specific goals, there is no difference between enriched and un-enriched jobs in terms of productivity. Moreover, they argue that, in order for money to be an effective motivator it should be made contingent on accomplishing specific objectives. It is also important to bear in mind that in order for goal setting to be effective, goals have to be accepted by the employees, that is people have to be commitment to attainment of goals. The goals setting is established in participative process, goals may be accepted easily. Goals can be set jointly by the supervisor and subordinate and it may promote role clarity. Moreover, after setting goals, it is necessary that individuals are provided with feedback to allow them to track their progress and how well they have accomplished the goals. Through feed back, employee can know their level of performance and adjust the level of effort accordingly.

In addition to these, Latham & Locke (1979) suggest that goal setting is more likely to be successful if the following steps are followed. First goals should be specific rather than unclear, for example instead of a statement like, try to decrease the costs, decrease the costs by 5 % in the next 3 months is more specific. Second, goals should be challenging but not unreachable. If goals are perceived as un reachable, employees will not accept and they will not get the feeling of success from pursing goals that can not be achieved. This self confidence and abilities of

9

employees should be considered in assigning the challenging goals. Third, it is essential to set proper standards along with challenging goals so that quantity is not achieved at the expense of quality. Fourth, if immediate results are emphasized without regard to how they are achieved, long run benefits may be scarified to attain short-term improvement. Goal setting theory was supported by considerable empirical support and it attention because of its simplicity.

One criticism is that the theory has not been tested in complex task setting (Imperial, 2004)
To sum goal setting is important because it clarifies what is expected from the employee provides an opportunity from communication, enhances positive feeling about one's own capacity, encourages commitment and allows employees to monitor their own performance. Moreover, it is essential for incentive programs to be successful. As explained so far, goal setting has quite important implications for the motivation of employees and it may be expected that goal setting can be an effective motivation tool for Nyamasheeke District Local Government staff if they are assigned specific challenging goals that are appropriate to their abilities and provided with feedback to monitor their performance after performance appraisal is done.
Goal setting theory emphasize that difficult goals improve performance by directing interest and actions, mobilizing effort, rising determination and motivating the search for effective performance strategies.

The theory assumes that specific & difficult goal with goal/feedback lead to higher performance. People will do better when they get feedback on how well they are progressing towards their goals because feedback help to identify discrepancies between what they have done and what they want to do ; that is feed back acts to guide behavior (Robbins ,2003).
The theory helps people to participate in goal setting; they are likely to accept even a difficult goal than are arbitrarily assigned it by their boss. The reason is that individuals are more committed to choices in which they have apart (Robbins, 2003).Consequently, goal setting may be expected to have a high motivating power for the Nyamasheeke District Local Government staff.

FACTORS AFFECTING THE IMPLEMENTATION OF PERFORMANCE APPRAISAL

Management process and performance appraisal
Management is a process of working with and through others to achieve organizational objectives in a changing environment. This basically looks at five components (1) working with and through others (2) achieving organizational objectives, (3) balancing effectiveness and efficiency, (4) making the most of limited resources and (5) coping with a changing environment (Kreitner, 2003).Through the appraisal process, the appraisee tends to evaluate the appraiser to ascertain whether the intended organizational objectives are meant through an effective and efficient manner.

Planning
Planning is simply referred to as the process of formulation of future courses of action. Plans and objectives on which they are based give purpose and direction to the organization.

The appraiser has to plan for the performance appraisal meeting before it is conducted and communicate to the appraisee in time. This gives the appraisee time to prepare well for the appraisal process (Kreitner, 2003). According NDLG planning in the district is done at departmental levels between appraisee and appraiser to improve performance. According to Stoner (1982) plans are needed to give the organization its objectives and set up the best procedure for reaching them. They permit the organization to obtain and commit the resources required to reach its objectives, members of the organization to carry on activities consistent with the chosen objectives to be monitored and measured so that corrective action can be taken if the rate of progress in un satisfactory which is determined by the appraisal system.

Controlling

Controlling the appraiser during the performance process compares the desired results with the actual results and takes the necessary corrective action. He/she keeps things on track-through the control function. It's upon this that the appraiser bases on to judge the performance of the appraisee (Kreitner, 2003) .Controlling at NDLG is done to ensure proper appraisal on ones ability to work in the specified period of time. Managers must ensure that the actions of the organizational members do move the organization towards the stated goals .This is the controlling function of management and it involves three elements; establishing standards of performance, measuring current performance and comparing it against the established standards, taking action to correct any performance that does not meet the organizational standards (Stoner 1982).

Decision-making

Decision making is the choice of a course of action from among the alternative courses of action that appear to be available to the decision maker (Modern, 2004). As appraisers carry out the performance appraisal process, they make decisions according to the performance like promotion, demotion (Kreintner, 2003). This decision must be based on genuine reasons if it's to benefit the appraisee and the organization at large. Under Decision making it's done between appraisee and appraiser to identifying ones performance. According to NDLG decision making is arrived at, after the appraisee and appraiser have come to an agreement. It was discovered in this study that it is always the rater to plan for appraisal meetings, though the ratees have a duty of preparing themselves before the appraisals are conducted. A strong correlation was discovered to be prevailing between the management of staff appraisal and its effectiveness in NDLG.

Level of trust and performance appraisal

Trust is a psychological state with both effective and motivational components. Leaders need to offer trust, since the only way to prove whether others are trustworthy or not is by experience. The levels of trust employees show to management is consistently and positively correlated with organizational commitment (Abu-Doleh & Weir, 2002).
David & Scloolman (1995) point out that to be perceived as trustworthy, leaders must exhibit ability and integrity. Leadership through its control of communication channels and work conditions plays a major role in building organizational culture and trust (Greenleaf 1997; Fairlolm (1994). According to Hertzberg, motivation theory, relationship of people to their work

11

is a basic one and that their attitude towards their work can vary, will determine their success or failure. In carrying out organizational task, trust in management is very important as it can be seen as developing from people's experiences overtime regarding how they are treated or have seen others treated by managers. For instance, employees can trust their leaders that the appraisal process will be conducted in a fair and equitable manner and expect their performance to be recognized by proper rewards (Decenzo & Robbins, 1996).

Nurse (2003) asserts that: "If employees know that assessment is valid, they will trust leaders and accept it hence successful appraisal. Therefore at NDLG the level of trust and performance appraisal is intended to enhance the Departmental performance by building faith among appraisee and appraiser such that they exhibit a positive perception towards appraisal system.
Findings in this study reveal that the Rater keeps recording the Ratees performance record over time, not all ratees trust the raters; raters help the Ratees to improve on their performance, also when the Ratee has trust in the Rater that he/she will be appraised objectively. The study stresses a positive relationship between level of trust and effective implementation of the staff performance appraisals in NDLG.

Training and performance appraisal
No matter how careful job applicants are screened, typically a gap remains between what employees do know and what they should know. Training about performance appraisal is needed to fill this knowledge gap that exists before appraisal is done (Kreitner, 1995)
Employees/appraisee will need guidance on how to prepare for and conduct a self-review discussion. As minimum instructional materials, perhaps in the form of a brief manual should be provided (Mainiero & Tromley, 2003). Most training in organizations is directed towards upgrading and improving on employees technical skills. Technical training has become increasingly important today for two reasons; new technology and new structural designs. For example the public service changed from the old rating appraisal system of scarce appraisal to an open system of appraisal.

Training has become increasingly important because of the changes in organization design. As organizations flatten their structures, expand their use of teams and breakdown traditional departmental barriers, employees need to learn a wider variety of tasks and need an increased knowledge of how their organizations operate (Robbins, 2003).
If self review is adopted as the medium for an annual review, it will not obviate the need for training. Training supervisors to handle this type of discussion could be valuable. It need not be anymore extensive than the training given for conventional appraisal programmes.

In addition, employees will need guidance on how to prepare for the conduct a self-review discussion. As minimum instructional materials, perhaps in the form of a brief manual should be provided (Mainiero & Tromley, 2003). Performance appraisal is an important management tool and managers need to show support of the process in their organizations. It is a duty of managers to ensure that performance appraisal policy is understood accessible and adhered to by all levels of staff. If supervisors play their role in performance appraisal process effectively, the employees

12

will understand them (Murphy & Cleveland, 2007). According to Hugles (1965), supervisors should ensure that their employees are made aware of organizational goals and objectives for easy setting of their targets

Likewise, Cooping (2001) pointed out that both supervisors and supervisee should get training in performance appraisal management so as to acquire some degree of understanding of the importance of performance appraisal (Birungi, 2003) concur with this by saying that there should be adequate training for employees in performance appraisal (Dessler, 2000) state that supervisors must be familiar with basic appraisal techniques, understand and avoid problems that can cripple the appraisal process. Kulvass (2007) observes that it is beneficial to train both supervisor and supervisee since both are partners in implementation of performance appraisal.
The low level of understanding of performance appraisal process can cause a lot of confusion among individual workers at all levels (Flecher, 2000). Failure to that may experience difficulties or fail to cope up with setting objectives. If this happens automatically, it will affect implementation of the performance appraisal. Performance appraisal involves a lot of activities from setting objectives to form filling and signing, therefore line managers as appraisers are supposed to have intimate knowledge of appraisal process.
Therefore, the level of education of both supervisors and supervisee is crucial for better results and acceptance of the process.

At NDLG, Training and Performance appraisal is an important management tool and employers need to show support of the process in their departments. It is a duty for appraiser to ensure that performance appraisal policy is understood accessible and adhered to by all levels of staff. Results of this study reveal that 91.7 percent of the NDLG employees surveyed acknowledged this.

Communication and performance appraisal
A management scholar Keith Davis has defined communication as the transfer of information and understanding from one person to another person (Kreitner, 1995). Communication is inherently a social process whether one communicates face-to-face with a single person or with a group of people via television; it is still a social activity involving two or more people.
Communication can be categorized into verbal or non-verbal. Verbal includes oral, written and electronic forms of communication, non-verbal communications includes eye movements, gestures, facial expressions, tone of voice and the like (Champoux , 2006).

In the case of public service, performance appraisal takes the verbal communication which is oral interview between the appraisee and the appraiser both participating and the agreed upon targets are finally written down. Unlike the old system of rating that was non verbal and only depended on the supervisor's mercy to the supervisee. Performance appraisal programmes are often used as the basis for compensation and promotion decisions (Mainiero & Tromley, 2003). Therefore, the appraised is able to follow-up the recommendations made by the supervisor to ensure that they are implemented by the relevant stakeholders.

At Nyamasheeka District Local Government, Communication and performance appraisal is done in verbal communication that is oral interview between the appraisee and the appraiser both participate and agree upon targets which are written down at the end of the day.

Summary of Literature Review
The available literature shows factors that affect the implementation of performance appraisal which include the management process like planning, decision making and controlling of the appraisal process that needs to be done by both the appraiser and the appraisee, level of trust that those carrying out the appraisal process have, training which is the knowledge of the appraisal system and communication of the appraisal process that has to be done before appraisal process takes place. This means that if Nyamasheeke District local Government provides adequate support like training, giving feedback, recording performance, follow up on appraisals, regular appraisals that are not subjective among others implementation of performance appraisal will be smooth which will lead to improved performance.

METHODOLOGY

This section provides the description of how the study was conducted. It brings out the research design, study population, sample design and size, data collection instruments, data analysis and interpretation tools. It also includes pre-testing, data analysis and measurement of variables.

Research design
The study used a cross sectional survey design where both qualitative and quantitative approaches were used. Under Qualitative approach, it included how appraisal has been done over a period of time. While quantitative approach employed the use of Questionnaires and direct interviews from the respondents.   The rational for selecting this design was to enable the study compare and relate the independent variable and dependent variable as indicated in the in the conceptual frame work (Mugenda & Mugenda, 1999)

Target population
The target population was intended to include; 30 Health Officers, 10 Secretaries, 8 Sub-county (UMURENGE) workers, 4 Town clerks, 50 Technical Planning Committee members and 45 Teachers at Nyamasheeke District Local Government. However the sample size reduced to a total of 122 because the researcher did not manage to get all NDLG workers as shown above.

Sample size and selection
The sample size was 122, these included: 4 Town clerks, 7 Secretaries and 8 Sub-county (UMURENGE) workers and were selected purposively so as to inform the study from a knowledge perspective in consideration of their privileged position in regard to matters of performance appraisal of Nyamasheeke District Local Government. While 43 Technical Planning Committee Members, 24 Health Officers and 36 Teachers were selected at using stratified/ simple random. This is because the target population was not easily accessible; the sample was drawn from the sampled population. Therefore the sampled results were generalized

14

to the sampled population.

Table 1: Sample size and sampling techniques used in the study.

Category	Target population	Sample population	Sampling techniques
Health Officers	30	24	Simple/Stratified
Secretaries	10	7	Purposive
Sub-county workers	8	8	Purposive
Town clerks	4	4	Purposive
TPC members	50	43	Simple/ Stratified
Teachers	45	36	Simple/ Stratified
Total	**147**	**122**	

Source: staff list; personnel Department

Data Collection Methods
Triangulation was used to collect both qualitative and quantitative data as means towards establishing the factors affecting performance appraisal system. This is because it helps achieve a high degree of validity and reliability and reduces bias (Amin, 2005). Primary data was collected using questionnaires and interviews. Secondary data was obtained by documentary review method.

Questionnaire Survey
For this study, self-administered questionnaire that are structured were used to collect quantitative data from the respondents because this method assist to give independent opinions without fear since the respondents did not need to indicate their names.
The questionnaires were also used because they enabled the researcher to code the information easily for subsequent analysis hence reducing the error gap (Sekaran, 2003).

Interviews
Interview is the most commonly used method in collecting data. It entails conducting individual conversations between a researcher and the individual. In order to keep the researcher focused, it was imperative for the researcher to have guidelines of questions in order to extract the needed information from the respondent. The questions used in the research were structured, un-structured and semi structured so as to give the respondent to provide in- depth data.

Document Review
A document review usually entails doing a content analysis of official Government records, internal organization annual reports or external reports or articles about a case subject. It requires critical analytical skills but there is an advantage of doing a document analysis since it does not

interfere with or distort the case setting in anyway (McNabb 2002:295-296).

Data Collection Instruments
The Researcher used two instruments to collect primary data from the field. These included questionnaires and interview guide.

Questionnaire
A questionnaire is a designed instrument for collection of data in accordance with research question and hypothesis. The justification of this instrument is that it is less expensive and does not require the researcher to be present for the respondents to fill the questionnaire.

Interview Guide
An interview guide was used to collect data from key informants who were members of District Technical Planning Committee. This data was used in clarifying collected data by structured questionnaires since it involves face to face interaction.

Validity and Reliability of Research Instruments
In order to ensure that quality and relevant data is collected, the research instruments were pre-tested for reliability and validity.

Data collection Procedure
Before proceeding to the field the researcher obtained an introductory letter from Uganda Management Institute which was presented to staff of NDLG .The introductory letter was attached to the questionnaire to give a brief introduction to the subject matter. Research assistants were also selected trained and recruited to carry out the data collection activity.

Data Management and Analysis
Both qualitative and quantitative techniques of data analysis were used. This was done after data has been collected. The choice of the two methods is justified by the fact that different instruments of data collection were used.

Qualitative Data Analysis
This is non-numerical variables and the interpretation of the observations, for the purpose of discovering underlying means and patterns of the relationship (Babble, 2007). It involved obtaining the detailed information about the factor affecting the performance of NDLG. This was done through the interview and documentary reviews searching for patterns of relationship that exit among the data. It was done by extracting from the responses views through coding and arranging to the objectives of the study. The themes and sub themes were developed and written as narrative to supplement the information from the questionnaires. Data analysis was done using descriptive perspective views of the respondents to generate the substantial findings.

Quantitative Data Analysis
Under this scenario, it involves the numerical representation of variables. The analysis was

generated and descriptive statistics include; frequencies, mean, and percentages, and furthermore correlation and regression analysis were developed to show how independent and dependent variables are significantly to the study.

Measurement of variables
The interval scale was used in measuring the education level, age, experience of the respondents. It also involved the nominal scale and the use of assigning numbers to the variables in the questionnaires includes, background characteristics (variables) that were indicated in section one. The specific information on Management process and performance appraisal in section two, the level of trust and performance appraisal, training and performance appraisal and communication and performance in other sections respectively. The scale of 5-1 was used to help the researcher measure the extent to which the research objectives are achieved whereby, 5 represents Not sure, 4- strongly Disagree, 3- Strongly Agree, 2- Disagree, 1- Agree. The choice of this measurement is that each point on the scale carries a score and it's the most frequently used (Densombe, 2000).

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS:

INTRODUCTION
The results from the study have been presented in this chapter basing on the research objectives as answers to the research hypotheses; data has been analyzed using frequency tabulation and SPSS data Analysis package. The results have been presented systematically ranging from back ground information to the last research question whose answers have been presented as response from the informants of the study. The presentation, analysis and interpretation of results of the research study is shown below:

Background Information
Table 1A : Sex composition of respondents involved in the study:

Sex composition	Frequency(N)	Percent (%)
Male	56	45.9
Female	66	54.1
Total	**122**	**100**

Source: Primary Data

Table: 1A above indicates that majority of the respondents involved in the study were female since ,out of 122 employees at NDLG involved in the study (100%), 66 were female this gives 54.1%, the male respondents were 56 hence a composition of 45.9 %. This could imply that majority of NDLG Employees are female. According to the guidelines of appraisal in public service, all employees must be appraised openly and fairly regardless of their sex, Department or number. So the imbalance in the number of employees did not affect the results of the study and also doesn't affect the appraisal system at NDLG.

Table 1 B: Age composition for NDLG employees involved in the study:

Age Group	Frequency (N)	Percentage (%)
below 25 yrs	32	26.2
26-30 yrs	41	33.6
31-35 yrs	29	23.8
36-40 yrs	13	10.7
40 yrs and above	7	5.7
Total	**122**	**100**

Source: Primary Data

Table 1B above shows the age composition of NDLG employees involved in the study, out of 122 employees involved in the study (100%), 32 were below 25 years (26.2%), 29 belonged to the age bracket of 31 to 35 years (23.8%), 13 respondents were in the age group of 36 to 40 years ,the least came from the age bracket of 40 years and above, these were 7 (5.7%) while the majority were from the age group of 26 to 30 years of age. This implies that majority of the NDLG employees are in their youthful age as very few were 40 years and above. At NDLG different age groups prevail but do not affect staff performance appraisal system.

Table 1C: Education level for NDLG employees involved in the study:

Education Level	Frequency (N)	Percentage (%)
Secondary	4	3.3
Tertiary/ college	60	49.1
University/professional	58	47.6
Total	**122**	**100**

Source: Primary Data

Table 1C above indicates the education level of NDLG employees involved in the study, out of 122 employees (100%), only 4 had only secondary school education level (3.3%), the university graduates comprised of 58% while majority 60 (49.1%) possessed at least a diploma from a tertiary institution. These results indicate that the employees of NDLG have enough training which can enable them to prepare for staff performance appraisals; they are able to grasp the communications, interact with raters and meet other requirements for the appraisals because of their education background.

Table 1D: Working experience of NDLG employees involved in the study
Out of 122 NDLG employees involved in the study, only 121 responded to this question this reduced the sample size to 121 as shown below:

Working Experience	Frequency (N)	Percentage (%)
Below 1 year	15	12.4
1-5 yrs	62	51.2
6-10 yrs	34	28.1
above 11 yrs	10	8.3
Total	**121**	**100**

Source: Primary Data

Table 1D above shows the working experience of NDLG employees involved in the study, majority 62 (51.2%) have worked for a considerable period of 1 to 5 years, only 15 (12.4%), have a working experience of one year or less, 34 employees (28.1%) have served the NDLG for a period of 6 to10 years, only 10 (8.3%) had served for a period of over 11years.These give 8.3 percent of the total number of respondents involved. The table above shows that the vast majority of respondents had at least five years of working experience with NDLG hence credible enough to provide information in this research study. It should be noted that those employees indicated in the table above who have over five years of experience joined Local Government before Nyamasheeke was turned into a District, they were former employees of other districts in Rwanda. Since the staff members of NDLG have adequate experience with the operations and policies of the District authority, it is evident that issues of staff performance appraisals at the District were not new to them, this facilitated flow of information regarding the study between them and the researcher.

Table 1C: Terms of employment for NDLG employees involved in the study:
Only 118 informants involved in the study responded to this question, this affected the sample size for this particular question.

Terms of employment	Frequency (N)	Percentage (%)
Contract staff	25	21.2
Permanent staff	93	78.8
Total	**118**	**100**

Source: Primary Data

Results in table 1C indicate terms of employment for NDLG employees involved in the study, majority of respondents were Permanent staff since their total was 93 giving 78.8 percent, only 25 were working on contract terms, these resulted into 21.2 percent. Since majority was permanent staff members, their views and responses related to this study were respected and credibly accepted. Both contract and permanent staff had experience with the performance appraisal system of NDLG.

4.2 Performance Appraisal in NDLG:
Table 2 A: Does NDLG carry out performance Appraisal?

Response	Frequency (N)	Percentage (%)
Yes	111	91.7
No	10	8.3
Total	**121**	**100**

Source: Primary Data

Table 2 A: Shows the Results from Responses whether NDLG carry out performance Appraisal, the majority of respondents consented that performance Appraisal is conducted by NDLG as 111(91.7 %) revealed this, only 10 (8.3%) did not agree with this. This is a clear implication that performance appraisal is conducted by NDLG, therefore justifying the reason for conducting this research. Evidence of the results shows that majority of NDLG staff are aware that the staff performance appraisal system is prevalent in their District.

Table 2 B: How often does NDLG carry out performance Appraisal?

Response	Frequency (N)	Percentage (%)
After completion of a task/ Monthly	17	15.3
Quarterly	24	21.6
Six monthly	37	33.3
Annually	33	29.7
Total	**111**	**100**

Source: Primary Data

Table 2B above indicates the responses of NDLG employees involved in the study on often how does the District Local Government conducts performance appraisal, out of 122 respondents, only 111 responded to this question therefore automatically changing the total sample size on this question. Majority 37(33.3%) revealed that the performance appraisals are conducted every after six months, 33(29.7%) said that the appraisals are done annually while 24 (21.6%) reported quarterly (3months appraisals) and finally the least number of NDLG employees revealed monthly. According to these results, a number of performance appraisals are done by NDLG but the most eminent or common ones are the half year /six monthly and annual performance appraisals as they present the vast majority of response respectively. Since staff performance appraisal is conducted at different time intervals in NDLG, it was evident that the respondents had experience of this exercise hence credible enough to answer survey questions in the study.

Table 2C: Finding out the appraising authority in NDLG

Category of appraiser	Frequency (N)	Percentage (%)
My self	8	6.6
Fellow employees	4	3.3
Immediate supervisors	84	69.4
Heads of department	17	14.0
Top management	8	6.6
Total	**121**	**100**

Source: Primary Data

Table 2C above shows the category of appraisers in NDLG, majority of employees in the District are appraised by their respective immediate bosses as 84 (69.4%) revealed this, Heads of Departments take the second rank in appraisal, self appraisal and top management appraisal had a uniform response of 8 that is 6.6 percent each while fellow employees appraisal had the least number of responses that is 4 (3.3%).This implies that   fellow employees rarely appraise

themselves and the commonly recognized appraising authorities are immediate supervisors and Heads of Departments respectively. The study results show that the different forms of staff performance appraisals prevail in the system of NDLG.

4.2.1 Examining Management Process and Its Effect on Performance Appraisal In NDLG:
Table 3A: Management process vs. Performance Appraisal

Categories	Mean	Std. Deviation
Managing the performance appraisal process		
The Rater enjoys conducting the appraisal	2.74	1.678
The Ratee controls the whole process of appraisal	2.58	1.245
The Rater controls the whole process of appraisal	2.45	1.300
The Ratee enjoys conducting the appraisal	2.33	1.503
The Ratee plans for the appraisal meeting before it takes place	2.25	1.219
The Rater always conducts timely appraisals	2.15	1.366
The Ratee finds it their duty to conduct the appraisal	2.04	1.270
The final decision arrived at after the appraisal exercise is agreed upon between the Rater and the Ratee	2.04	1.208
The Rater plans for the appraisal meeting before it takes place	1.94	1.462
The Rater finds it their duty to conduct the appraisal	1.82	1.255
Average Mean	**2.211**	**.61196**

Source: Primary Data

From the table above, almost all respondents agreed that the rater enjoys conducting appraisal since the highest mean value of 2.74 was obtained however a standard deviation of 1.678 was obtained on this response as the maximum value; this implies that respondents had varied responses on this view. A mean value of 2.58 was obtained on the response that the Ratee controls the whole process of appraisal ,a standard deviation of 1.245 was obtained this implies that not all respondents accepted this fact majority refuted it. Responses about whether the Rater plans for the appraisal meeting before it takes place and finds it their duty to conduct the appraisal had the lowest mean of 1.94 and 1.82 respectively, these values are far below the average mean of 2.211 which implies that respondents don't believe in that. It is indicated that the Ratee doesn't find it their duty to conduct the appraisal as lower mean value of 2.04 was obtained with a standard deviation of 1.270.The same applies to the final decision which is not arrived at after agreement between the rater and Ratee as the same smaller mean value was obtained with a relatively bigger standard deviation of 1.208 Compared to the standard deviation of 0.61196. The average mean of 2.211 shows that majority of respondents were in agreement with the above effects of management process on performance appraisal. One of the technical planning committee members had this to comment on the effect of management process on the implementation of the staff appraisals:

> '*Failure to involve raters and ratees in the process, poor planning, lack of prior meetings ,not recordinjg performance regulary before appraisal leads time wastage & confusion during the staff appraisal exercise*"

This is a clear indication that management process is a pertinent factor on the effect of implementation of performance appraisals at NDLG.

Examining Level of Trust and its Effect on Performance Appraisal in NDLG:
Table 3B: level of trust vs. Performance Appraisal

Level of trust in the appraisal process	Mean	Std. Deviation
The Rater keeps recording the Ratees performance record over time	2.55	1.549
The Rater has trust in the appraisal process system	2.48	1.684
The Rater finds it easy to criticize the Rates performance in his/her presence	2.12	2.120
The Rater helps the Ratee to improve his/her performance	2.02	1.136
The Rater finds it his/her duty to regularly carry out the appraisal	2.01	1.168
The Ratee has trust in the Rater that he/she will be appraised objectively	1.93	1.373
The Ratee has an opportunity to appraise him/self before Rater does the appraisal	1.85	1.281
Average Mean	**2.140**	**.67749**

Source: Primary Data
In table 3B, details on level of trust in the appraisal process and its effects on Performance Appraisal are given using the different key statements obtained from the respondents. The statements have been ranked in terms of their means and standard deviations so as to deduce meaning out of them .It was discovered that it is not true that the Ratee has trust in the Rater that he/she will be appraised objectively as a mean value of 1.93 was obtained which is below the average mean, also respondents don't believe that the Ratee has an opportunity to appraise him/self before Rater does the appraisal the mean value obtained of 1.85 was below average with a standard deviation of 1.281 which shows less variations in the statements of the respondents. It was discovered in the study that the rater doesn't find it easy to criticize the Ratees performance as a mean value of 2.12 was obtained; this resulted into a bigger standard deviation of 2.120 as majority of respondents refuted the statement. The standard deviation of 0.67749 is a clear manifestation that variations in informants' responses prevailed but level of trust in the appraisal process affects the performance appraisal. In an interview, a key informant stressed this:

Lack of trust between the rater and ratee or the appraisal system itself affects the result of the appraisal process/ exercise which reduces the effectiveness of the whole exercise of staff performance appraisal.

This response affirms with that of the rest of respondents' as all have revealed that level of trust affects the appraisal system either positively or negatively.

Examining Training Level and its Effect on Performance Appraisal in NDLG:
Table 3C: Level of training vs. Performance Appraisal

Items	Mean	Std. Deviation
The objectives of carrying out performance appraisal are clear to all employees	2.91	1.717
The Rater and Ratee have adequate training about how to conduct the appraisal process.	2.83	1.607
The Rater and Ratee have adequate support when carrying out this responsibility.	2.59	1.487
The appraisal system is easy to use and understand by all staff	2.50	1.466
The Rater and Ratee feel that they have a good understanding of the appraisal and what it is aimed at.	2.26	1.377
The Rater always documents performance before the appraisal period	1.97	1.354
The Ratee always appraises him/her self before the appraisal process.	1.85	1.253
The Rater and Ratee feel comfortable with the appraisal system.	1.82	1.186
The Rater finds it his/her duty to carry out performance appraisal exercise	1.76	1.140
Average Mean	**2.287**	**.67958**

Source: Primary Data

Table 3C above indicates the responses on level of training and effects on performance appraisal, the objectives of the appraisal are always clear to both the Rater and Ratee as a mean value of 2.91 was obtained, though the standard deviation was1.717 greater than average implying variations in responses from informants , it is clear by the mean value that majority of respondents agreed to this fact, results show that the Rater and Ratee have adequate training about how to conduct the appraisal process effectively as 2.83 was the mean value with a standard deviation of 1.607. The respondents agreed on adequate support, the ease to understand the appraisal and a good understanding between the rater and Ratee because of education level effects with mean values of 2.59,2.50 and 2.26 respectively .How ever, majority of respondents disagreed on these responses: The Rater always documents performance before the appraisal

24

period. The Ratee always appraises him/her self before the appraisal process ,the Rater and Ratee feel comfortable with the appraisal system .The Rater finds it his/her duty to carry out performance appraisal exercise. Their responses in mean values was ranked as follows: 1.97, 1.85, 1.82 and 1.76 respectively these mean values are below average hence confirming that those statements are not true with the appraisal system of NDLG the standard deviation values just confirm the reality of these responses since they are above average i.e. 1.354, 1.253, 1.186 and 1.140 respectively, the average standard deviation is 0.67958. This is a clear manifestation that level of training has an impact on the performance appraisal.

One of the technical planning committee members revealed that:

Some appraisers and appraisees are not comfortable with the appraisal system. They are meant to appraise their subordinate with out being trained .this is evidenced by the fact that most staff fill in the appraisal forms when they need to be confirmed or promoted or some thing.

This confirms that the effect of level of training on the implementation of staff performance appraisals can not be simply ignored since it is great.

Examining Communication and its Effect on Performance Appraisal in NDLG:
Table3 D: Communication VS. Performance appraisal

Communication and performance appraisal	Mean	Std. Deviation
The Rater and Ratee prepares for the appraisal process a month before performance appraisal exercise conducted.	2.48	1.460
The Rater always communicates the date when the appraisal is to take place a month before.	2.42	1.435
The Organization regularly prepares staff for the performance appraisal exercise.	2.23	1.333
The Ratee always makes a follow up after getting the appraisal feedback.	2.08	1.321
The required period for employee evaluation is appropriate.	1.99	1.447
The Rater always provides regular feedback to the Ratee after carrying out the appraisal.	1.96	1.307
The Rater always ensures that appraisal targets are met by the Ratee.	1.83	1.389
The system of appraisal is open and interactive for both Rater and Ratee.	1.73	1.245
Average Mean	**2.094**	**.70755**
Over All Mean	**2.138**	**.51114**

Source: Primary Data

Results in Table 3D above show mean values and standard deviation on Communication and its effect on performance appraisal, the response that the Rater and Ratee prepares for the appraisal process a month before performance appraisal exercise conducted obtained a mean value of 2.48 and standard deviation of 1.460 which means that respondents agreed on this fact, it is also clear that the Rater always communicates the date when the appraisal is to take place a month before as a mean of 2.42 was obtained which is slightly higher than the average mean of 2.094 and overall mean of 2.138 , staff members are regularly informed and prepared for the performance appraisals as a mean of 2.23 and standard deviation of 1.333 were stained. This is also in concurrence with the verbal expression of one of the key informants on the side of appraisers who had this to say in an interview with the researcher:

'Communication is a very crucial aspect of our appraisal system at NDLG, it is done at all stages of appraisal: before, during and after appraisal exercise. Notices are normally made to allow appraisees prepare for the exercise while appraisal forms are also filled. Feed back and constructive criticism is also done through sending copies of the appraisal forms to appraisees to read and sign and finally follow up is done so as to meet performance needs which include training of staff.'

Though some respondents disagreed on the fact that the Rater always provides regular feedback to the Ratee after carrying out the appraisal, it was revealed that some times feed back is provided to ratees.

According to study, the Rater always ensures that appraisal targets are met by the Ratee and the system of appraisal being open and interactive for both Rater and Ratee, this is also indicated in one of the informants' comments on communication during appraisal during the interview with the researcher:

'Appraisals at NDLG are conducted objectively, we ensure this by being open, allowing interactions during the appraisal; provide guidelines, conducting prior meetings and also stipulating duties of the staff, their expected output and generally the performance targets'.

This is a clear indication that communication is a very pertinent factor when conducting staff performance appraisals at NDLG.

Conclusively, the overall mean of 2.138 was obtained for the whole study therefore confirming that management, education level, communication and level of trust do affect the performance appraisal in NDLG.

Correlation and Testing of Hypotheses

Table 4A: Relationship between Implementation of performance appraisal and management

Variables correlated	r-value	Sig.	Interpretation	Decision on Ho
Implementation of performance appraisal Vs Managing the performance	.398	.000	Significant relationship	Accepted
Implementation of performance appraisal Vs Level of trust in the appraisal	.332	.000	Significant relationship	Accepted
Implementation of performance appraisal Vs Training and performance	.421	.000	Significant relationship	Accepted
Implementation of performance appraisal Vs Communication and performance	.354	.000	Significant relationship	Accepted
Implementation of performance appraisal Vs Over all appraiser and appraise	.505	.000	Significant relationship	Accepted

Table 4A above shows the correlation between implementation of performance appraisal and management, the r-values obtained in the analysis on management performance, level of trust, training, communication and overall and appraisee are as follows 0.398, 0.333, 0.421, 0.354 and 0.505 respectively all values are significant at .000 this is an implication that a significant relationship prevails between performance appraisal and the analyzed variables.

SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

Introduction

In this study, the researcher conducted an assessment of the factors affecting implementation of the performance appraisals at Nyamasheeke District Local Governments. The factors examined include; Management process, level of trust, relationship and correlation between these factors and implementation of staff performance appraisal at NDLG has been established to be prevalent:

Summary

The study shows that at NDLG the following factors affect the implementation of performance appraisals;

27

Management process

The process of managing the staff appraisal exercise in NDLG is very important; it involves time management for the appraisal, obligations and duties given to both the raters and ratees, plans for appraisal meetings before the exercise takes place and other preparations. The study reveals that when the management process is well conducted effective appraisal is realized and the reverse is true to poor management process. So factors such as obligations and duties of those involved in the performance appraisals, plans for appraisal meetings and others need serious considerations.

Level of trust between the Appraiser and Appraisee:

Findings of this study indicate level of trust between the Appraiser and Appraisee as an important factor affecting the appraisal system of NDLG. Level of trust in NDLG is determined by the following: recording of ratees and rater's performance, criticism, objectivity in the appraisal, self appraisal and trust in the whole process of appraisal by those involved. According to study results, low levels of trust normally lead to ineffective staff performance appraisals but where the raters and ratees exhibit high levels of trust, the appraisal exercise is participatory, objective and very effective. This in turn leads to feedback which brings about constructive improvement on performance and meeting performance targets.

Level of Training

Training the people involved in the staff performance appraisals according to this study brings positive results in the implementation of the appraisals; it makes the exercise very clear to all, raters and ratees provide adequate support required in the exercise, creates a good relationship between both parties, participants feel comfortable and both parties get to know their duties and obligations in the exercise hence effective staff performance appraisals. However, lack of staff training in the appraisal system leads to confusion, loss of trust and poor management of the staff performance appraisals.

Communication:

Results of this study indicate that communication is very pertinent in the process of conducting staff performance appraisals in NDLG; it involves monthly notifications to staff about appraisals, regular preparations, feedback and interactions between raters and ratees. In NDLG, those communication methods are considered and these have enabled the District authority to conduct effective and successful staff performance appraisals.

DISCUSSION OF THE RESEARCH FINDINGS

Effect of Management process on implementation of performance appraisal in NDLG

Results of this study reveal that management process affects the effectiveness of performance appraisals in NDLG. The study indicates that management of the performance appraisal is a two-way system, thus the ratee and rater should get involved in the process. This is being supported by the Ministry of Public Service (2007), its staff performance appraisal guidelines for managers and staff. It states that openness, fairness, transparency and objectivity must be exercised by both

28

parties. So, the management of the process of performance appraisal must be open and interactive.

Also the study reveals that at NDLG, appraisal meetings are held before the actual exercise begins as an effective way of managing the implementation of appraisal.

This is very crucial as Robbins (2003) and Kreitner (1995) reveal that communication is an important aspect of ensuring the smooth appraisal process between the appraiser and appraisee, it fosters motivation by clarifying employees on what is done, how well they are doing and what can be done to improve performance.

The Ministry of Public Service (2007) also supports this by giving a provision to all public servants to develop an initial performance plan which is after wards jointly discussed and agreed upon with the appraiser.

How level of trust between the Appraiser and Appraisee affect performance appraisal at NDLG

Level of trust between the rater and ratees is a very important factor in conducting of Appraisals at NDLG according to the results of this study. It was established that all rates have trust in their raters and this affects the appraisal process negatively. This is true as the ministry of Public Service (2007) maintains that fairness, transparency and openness are the core and basic principles of any staff performance appraisal in the public service sector of which NDLG belongs. In the same respect, David and Scoolman (1995) asserts that leaders must exhibit ability and integrity, communication and work conditions play a major role in building trust. Also Hertzberg in his motivation theory employs the aspect of attitude to determine the employees trust in the organizational leadership and policies which include staff performance appraisals.

Results indicate that when the rate has trust in the rater, the appraisal is done objectively. This is supported by scholars (Kreitner and Kinick (1992) and Moorhead & Curiffin (1992) who maintain that perceptions of the appraisal system or appraiser reduce the trust of the rate and the whole process ends up not being conducted objectively but the reverse is true.

The study indicates that the rater does not find it easy to criticize the ratees' performance in his or her presence; this actually affects the level of trust between the rate and the rater. The study results are in contrary to the guidelines of staff appraisal as provided by Ministry of Public Service (2007), these guidelines stipulate that during appraisal meetings. The appraiser and appraise shall discuss and review performance in light of outputs, indicators and targets agreed upon in the departments /Ministry office or organization.

The rater is obliged with the duty of assisting the ratee to make improvements according to the findings of this study. According to the Ministry of public service (2007) provision of constructive feedback and improvement of staff performance are key objectives of staff performance appraisals in the public service and Local Government sector.

The results of the study continue to show that keeping records of the ratees performance by the rater enables both sides to have trust in each other during the appraisal exercise.

This keeps the ratees level of trust high hence enabling a successful appraisal .other scholars have also revealed that this is true since Nemeroft and Wexley (1979) reveal that the difference which exist between the rate and rater cause wrong perceptions, record of past performance by managers make appraisal system more subjective.

Perceptions of the rates generally affect their level of trust in the appraisal system.
This study shows that among the ratees, those who are given chance to appraise themselves before the rater does his/her job are able to realize their mistakes and causes for their performance. This reduces negative perceptions about the appraisal system as they actively participate in the appraisal system as they actively participate in the appraisal; a higher level of trust in the exercise is built. This is also supported by Tharenou (1995) who maintains that appraisers and appraises, managers and subordinates exercise fundamentally different views of the appraisal experiences, positive and trust is only shown where employees are able to participate, state their case, and when the appraisals are relate to their jobs.
In this case self-appraisal and giving ratees a chance to actively engage in their appraisal in their different Departments is crucial.

Also the Ministry of Public Service (2007) in its guidelines for managers and staff appraisals puts much emphasis on the principal of openness and participation as a key to fair appraisals. It stipulates that the process must be open and interactive to allow full involvement of the person being appraised and also to increase the level of trust between the rate and rater. Never the less, results indicate that at NDLG, the level of trust between the ratees and the raters and the appraisal system itself is pertinent and crucial for the effectiveness of the exercise.

How Communication between the Appraiser and Appraisee affects implementation of performance appraisals at NDLG:
NDLG conducts staff performance appraisals after making prior communications to the appraisees since results show that the rater communicates the date when the appraisal is to take place a month before.The results continue to show that this communication enables the appraisees to get prepared before the appraisals are conducted hence having an effective exercise.According to Greenleaf (1997) communication is very important in building organizational culture; among the organizational cultures for NDLG is the staff performance appraisal. This shows that communication affects the effectiveness of staff appraisals.In the same view, MOPS (2007) emphasizes communication as an important tool in staff appraisals, it gives a reference of different documents that must be used in the performance appraisal process as a means of communication to both appraisers, and appraises, these include; policy statement, strategic plan, performance plan for the Ministry, Department of Local Government, performance appraisal forms, result oriented management (ROM) handbook and others.

Making follow ups after appraisals have been conducted is another way of communication to NDLG staff according to this study. This enables the ratees to make improvements where the performance has been low or insufficient. This is also supported by the Ministry of Public Service (2007), among the guidelines for staff appraisal is provision of constructive feedback on

performance and improvement of staff performance. In support of this, Fletcher (2000) maintains that communication is important, it involves understanding of the performance appraisal process, failure to have it, or low level of understanding of the process may cause a lot of confusion. So communication at NDLG which is done both verbally and formally affects the whole process of staff performance appraisal. The results continue to indicate that due to effective communication at NDLG; usually the set appraisal targets are met.

How the Training level affects staff performance Appraisal at NDLG
Level of training of both the appraiser and appraisee is pertinent in the process of conducting performance appraisals at NDLG according to the study findings, to majority of staff at NDLG, objectives of carrying out the performance appraisal are clear, thus enables the District authority to conduct effective staff performance appraisal. Various scholars support training before conduction of any appraisal, Kreitner (1995) maintains that no matter how careful job applicants are screened, typically a gap remains between what employees know and what they should know. Training about performance appraisal is needed to fill this gap before appraisal is done.
Similarly, the Ministry of Public Service (2007) in its guidelines to all Local Government authorities and public servants emphasizes that before employees are appraised, they should undergo departmental training so as to meet the desired performance targets and output. Employees need to learn a wider variety of tasks and need an increased knowledge of how their organizations operate (Robbins, 2003).

The results indicate in this study that raters and are usually having a good knowledge of the appraisal system, get adequate clarity of the system, feel comfortable and find it their obligation to get involved in appraisals because of the training they get. Cooping (2001), Dessler (2000) and Kulvass (2007) ,all support training of supervisors and supervisees in performance appraisal management.

So as to acquire some degree of understanding of the importance of the appraisal, familiarity with basic appraisal techniques and avoidance of the problems that might cripple the appraisal process.

Study findings reveal that at NDLG, the ratee and rater normally feel comfortable with the appraisal system because of the training acquired before the exercise. This is supported by scholars who have conducted research in the performance appraisal and training, these include; Murphy & Cleveland (200), Hugles (1965) and Dessler (2000) who contend that supervisors and supervisees must be familiar with the appraisal system to enable them have comfort during its implementation

Training has been discovered to be a crucial aspect in the implementation of staff performance appraisals at NDLG, the effectiveness of the appraisals conducted has always been dependent on its level on rates and raters.

CONCLUSIONS

Management process and Performance appraisal
After analysis of the study findings, and objectives of this research, the following conclusions have been made;-
Management process is very pertinent in the process of conducting staff performance appraisals. The raters and rates must plan and conduct appraisal meetings before the actual appraisal takes place. At NDLG ratees and raters are obliged with the responsibility of knowing their duties in the appraisal process this enables them to conduct this exercise successfully.

Level of trust and performance appraisal
Level of trust affects the implementation of the staff performance appraisals greatly. Not all staff of NDLG trust the appraisal system and their raters. A high level of trust in the system has always enabled the raters to carryout their duty successfully.

Communication and performance appraisal
Communication between raters and rate is instrumental in effective management of the staff appraisal system; it enables both the appraisers and appraisers to prepare for the appraisals, reduces confusion and enables provision of feel back for constructive improvement.

Training and performance appraisal
Training of rates and raters before conducting the staff performance appraisals is very important as it enables both parties to be confident during the exercise; it facilitates clarity of the system, and having good knowledge of the appraisal system.

RECOMMENDATIONS

Basing on the above conclusions, the following recommendations were made.
Management process and Performance appraisal
Staff performance appraisal is an important aspect of performance management so the Government should endeavor to ensure that it is conducted effectively at all levels including Public Service and Local Government.
The management process of appraisal exercise must be taken with due consideration by both the ratees and raters so as to enable them have ample preparations, adequate knowledge, confident and trust in appraisal system which result into effective appraisal.

1 Level of trust and performance appraisal
Implementation of staff performance appraisals should be done on the basis of trust ,is not only a duty of the raters but also of the ratees to actively get involved in the exercise as it leads to the smooth running and provision of constructive feedback aimed at improvement of the performance.

The supervisors/ Raters should actively involve the Ratees and make them fill free during the appraisal process

Communication and performance appraisal

Communication to raters and ratees before commencement of the appraisal exercise is a prerequisite. Public servants and Local Government employees should be given prior communications so as to prepare them for effective exercise and enhancement of constructive improvements in employee performance.

The progress on implementation of the recommendations made during the appraisal exercise should always be communicated so that follow up by the appraisee is made easy.

Areas for Further Research:

The role of feed back of staff performance appraisals on the performance of Public servants and Local Government officers.

Effects of not conducting performance appraisal regularly in Government institutions.

Whether performance appraisal has had an impact in Public and Government agencies.

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