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# Perception of public service employees on performance appraisal management in Muheza District, Tanzania

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This paper investigates the perception of public service employees on performance appraisal management system in Muheza District in Tanzania. The target population was 2232 employees and a sample of 339 was randomly selected. The questionnaire and interview schedules were validated by experts before actual data collection. Cronbach's Alpha ranging between 0.76 and 0.95 ensured acceptable reliability of the questionnaire. The study concludes that though training and development are perceived to be essential for effective job performance, their modalities were not effective. Also, though promotion is perceived to be an important ingredient for effective individual performance, appraisal recognition seemed to lead employees to get satisfied with their jobs. Since training and development are essential for effective job performance, management in the public service should ensure that modalities of training and development are effectively planned while training and development policy are linked to individual performance. Finally, management should promote employees regularly as promotion is perceived to be an important ingredient for effective individual performance, something which may increase their productivity.

**Key words:** Appraisal, employees, management, perception, performance, public service.

## INTRODUCTION

Performance appraisal is an essential management tool for effective productivity in organizations. It is a process through which employees in a given organization receive necessary feedback which in turn can help them to adjust according to the expectations of their organizations. Performance management system addresses what the employees do (their work), how they do it (their behavior) and what they achieve (their results). In totality and practice, performance management system in the Tanzania context embraces all formal and informal measures adopted by the public service entities to increase organizational, team and individual effectiveness. But Rao, (2004) cautions that the achievement of the objective of performance management system of individual and organizations efficiency and effectiveness could not be possible without continuous development of knowledge,

skills and competencies of public servants. This is where the Existence, Relationship and Growth (ERG) and Goal setting theory of human motivation come in to help to identify and explain what constitute job satisfaction and identify appropriate incentive as a means to promote that particular behavior. Lubuva (2008) noted that the Public Sector Reform Program was implemented by the government of Tanzania in order to improve the efficiency and effectiveness of both individual employees and public service institution's service delivery.

For that reason, the Government of Tanzania embarked on an enormous national campaign for improving employee productivity with the objective of ensuring quality and responsive service delivery to the public. This campaign was included in the Tanzania Development Vision 2025 which envisions good governance permeating the national

socio-economic structure, thereby ensuring a culture of accountability, rewarding good performance, and effectively curbing corruption by the year 2025 (URT, 2011). Rewarding good performance became the cornerstone of the introduction of various reform policies directed toward improving employee productivity as well as performance of public service institutions. Prasetya and Kato, (2011) discovered that Organizational performance, its resultant efficiency and effectiveness can only be achieved when individuals are continuously appraised and evaluated. Likewise, in the mid of 1980's, the concept of performance management system became the most important and positive development issue in the sphere of human resource management (HRM) practice in Tanzania. But the concept of managing productivity of individual employee began to be recognized as a distinctive approach for managing performance after the realization that a more continuous and integrated approach was needed to manage and reward performance (Faisal, 2010). To this end, while individual employee and the organizational performance are closely inter-related, the nature of the relationship is said to be complex and subject to many external variables that may normally go beyond the scope of management. This situation necessitates involvement of organizational stakeholders to rate Performance Appraisal systems so that necessary recommendations can be done.

From this background, we could argue that performance management system is a means of getting better results from the organizational teams and individuals involved. This is done by understanding and measuring performance within an agreed framework of goals, standards and competence required. This stems from the fact that performance improvement is not achievable unless there are effective programs to facilitate continuous development of individual employee (Faisal, 2010). That is to say, performance management system is concerned with satisfying the needs and expectations of all organizations' stakeholders and indeed the public in it's entirety and as a result employee productivity may be enhanced.

### **Problem Statement**

Most organizations in this competitive labour market fail to achieve their targets successfully because employees perform below standard. This is due to the inability of the working environment to encourage employees to work harder. If the management does not invest much into the welfare of their workers, problems are bound to arise and may lead to industrial labour turnover, low commitment to work, low morale, poor job satisfaction that may also lead into low productivity of goods and services. For this reason, most organizations establish attractive performance appraisal systems to help motivate their employees to strive hard towards the desired performance that will be reflected on their productivity. This is clearly illustrated by the numerous strategies put in place in order to ascertain the actual contribution of performance appraisal enhancing tool to improving employee

productivity. However, regardless of the efforts and resources devoted to the implementation of various performance appraisal systems in Tanzania, employee productivity has been deteriorating to a large extent. As much as this is happening, there seem to be a vacuum in the actual contribution of performance appraisal management enhancing tool (OPRAS) on employee productivity. While performance appraisal is a broad term comprising different aspects of job performance, this paper seeks to investigate performance appraisal management practices in terms of training and development, promotion procedures, appraisal recognition and feedback as perceived by organizational stakeholders in Muheza District Council.

### **Review of Related Literature and Studies**

This section discusses review of literature and studies related to major variables in this study. Particularly, the reviewed literature discusses such issues as Performance Appraisal, Training and Development, Promotion Procedures, Appraisal Recognition and Feedback.

### **The Concept of Performance Appraisal**

The success of any business organization depends much on the quality and characteristics of its employees. As such, employees become a significant factor in any organization since they are the blood fluid of its success (Alamiri, 2009). That is to say, an employee is a key factor that requires something to induce them to look forward toward the required and expected performance of the organization. In this case, performance appraisal tool came into existence as means to motivate employees to work at the best interest of the organization. Consequently, performance appraisal became a vital tool to measure the frameworks set by any organization to its employees. It is therefore notable that most organizations use performance appraisal to track individual employee's contribution and performance against company's goals and objectives as well as identify individual strengths, weaknesses and opportunities for future improvement (Daoanis, 2012).

Studies from different parts of the world have been conducted with regard to performance appraisal system. For example, a study on modelling the relationship between performance appraisal and organizational productivity in Nigeria by Salau (2014) indicates that performance appraisal has become a strategic tool for improving organizational effectiveness. The concept has been often used interchangeably with performance assessment, evaluations, and performance review or employee appraisal with the same objective of improving organizational performance. Besides, Brown (2010) describe performance appraisal as a unique and very important aspect of career development which entails a regular review of performance of employees in the organization that does not stop there, but it normally goes further to communicate feedback to the employees. That is to say, the success of any performance appraisal in an

organization is dependent not only on how well the performance of every employee is effectively appraised and managed but also on how the feedback of that evaluation is communicated to the staff concerned.

Likewise, Sole (2009) sees performance appraisal as not only a continuous process of assessing and measuring the inputs of every employee with a view to knowing their strengths and weaknesses but also communicating the results back to the employees. Similarly, Abu-Doleh and Weir, (2007) agree that performance appraisal is an activity which includes the assessment of individual or other level of performance to measure and communicate the feedback of the result with the objectives of improving performance that will help in attaining corporate objectives. That's why, Danish and Usman (2010) were of the opinion that to retain efficient and experienced workforce in an organization is very crucial in the overall performance of an organization. To achieve this, it is of prerequisite important that an attractive performance appraisal is developed so as to motivate employees to work to the best of the organization. This is because; motivated employees can help make an organization competitively more value added and profitable.

Nevertheless, Macey et al. (2009) claim that, appraisal of employees should be to discover their weakness, or why the target productivity levels is not being met and thus use the information to plan future developmental programme such as employee training, possession of better equipment or motivating their workers by providing appropriate leadership style. However, Brown (2010) cautions that when developing an appraisal system, the management of the public sectors needs to consider the connection between the appraisal and pay increases or promotions. It is crucial, therefore, that a manager or small business owner regularly documents an employee's job performance to guide them in future appraisals decision's making.

### **Promotion and Employee Satisfaction**

Job satisfaction is evaluative judgment of psychological and environmental situations that make a person happy with the job and create positive emotional state regarding the experiences, attitudes and beliefs about the job in an organization (Harter et al., 2009). The study revealed five main facets of job belongs satisfaction which include the work itself, quality of supervision, relationships with fellow employees, pay and promotion opportunities. As such, the concept of job satisfaction, though of greatly recent origin, is closely linked to motivation and is a contributing factor in improved performance in the workplace. This is because; employee job satisfaction has a direct impact on a company's productivity, efficiency, and ultimately its bottom line employees (Susana, 2011).

Likewise, job satisfaction is the most important prerequisite for organization high productivity, performance and competitiveness in the world of organizational competition (Muli, 2011). Managers strive so much to enhance job satisfaction to their employees in

order to foster maximum performance and achievement of organizational goals. This is because, on the one hand, satisfied employees are more cooperative and diligent to enable organizations achieving its goal and survive in the competitive edge (Muli, 2011). On other hand, dissatisfied employees are less cooperative, inefficient, and having high rate of absenteeism, turnover and always engaging in strike.

However, Moulder (2007) suggested that in developing an appraisal system for organizations, management needs to think through pay increases and promotions. This is because, as appraisal recognition, employees tend to be satisfied with their job and in return commitment and more effort to the work is realized. This can be witnessed from the studies by Caruth and Humphreys (2008); that pointed out that employees get motivated to work when they get frequent promotions after appraisal system in their work place. Moreover, some scholars argued that factor such as promotion, training and career development, appreciation and improved working environment gives employees greater opportunities which either directly or indirectly influence their satisfaction on the job.

Moreover, when high performances are recorded for employees, it must be supported with a basis for pay increases and promotions. However, Prowse and Prowse (2009), advised that when developing an appraisal system, the management of the public sector needs to consider the connection between the appraisal and pay increases or promotions. While performance feedback for development/improvement purposes may be given verbally or through a written summary of the individual's work performance but it must accompany a pay increase or promotion, demotion or termination. It is crucial, therefore, that a manager or small business owner regularly documents an employee's job performance so as to assist arriving at the proper judgment on promotion or demotion.

Furthermore, a study on the effects of promotion opportunities in influencing job satisfaction in Malaysia by Mustapha and Zakaria (2013) discovered that strong correlations exist between promotion and job satisfaction. The findings from that study indicated a positive significant relationship between opportunities for promotion and job satisfaction. Moreover, Powel et al. (2014) argue that employees that perceive promotion decisions as fair are more likely to be committed to the organization, experience career satisfaction, perform better and subsequently have a lower intention to leave the company. Today, in most organizations, a number of staffs will consider leaving the institutions where they work, if they do not have equal promotion opportunities as offered by other organizations. Thus, unfair or lack of promotion opportunities do affect particularly young employees who are looking for more work experiences from various institutions. For example, a study on the effect of promotion opportunities in influencing job satisfaction among academics in higher public institutions in New Zealand by Khalid et al. (2011) indicates that academicians in private universities were

more satisfied with their promotional opportunities, pay and supervision than the academicians of public university.

Additionally, in Greek, the study on job satisfaction among public institution lecturers by Van et al. (2008) discovers that an understanding of the factors involved in job satisfaction is vital in improving the happiness of workers. This is because, such understanding influences the mental and physical wellbeing of the lecturers in their work, as well as the quality of their teaching, which is important in the attraction of quality students, the quality of lecturers' research and academic development. Consequently, such understanding whether academics are satisfied or dissatisfied towards their work also can lead to improvements and innovations in their teaching (Roelen et al., 2008). As the result, it also helps the university to retain potential academics staffs, lower absenteeism and turnover rate, as well as attracting new competent staff to the university and as well meeting national demands.

In addition to that, job satisfaction can be an important indicator of how employees feel about their jobs and a predictor of work behavior such as organizational citizenship, absenteeism and turnover. A recent survey on job satisfaction indicated that Asian country like Singapore ranks the second lowest globally in terms of career satisfaction (Song et al., 2007). According to a new global research from Accenture, by Blau and DE Varo, (2007) indicated that 76 per cent of respondents from Singapore claimed to be dissatisfied with their jobs. From their study, they found that the Singaporean employees are more emphasized on work-life balance, pay, and availability of opportunities for promotion and career advancement as the determinants of their job satisfaction in their career.

Moreover, promotions have been identified as an important aspect of a worker's career and life that affect other facets of the work experience. They constitute an important aspect of workers labor mobility and most often carrying substantial wage increases (Kosteas, 2009; Blau and DeVaro, 2007) and as well can have a significant impact on other job characteristics such as responsibilities and subsequent job attachment. Consequently, most firms use promotions as a reward for highly productive workers, as well as creating an incentive for them to exert greater effort in productivity.

Besides, over the past years, in the context of Tanzania, several studies have been carried out on job satisfaction and their contributing factors. Ngimbudzi (2009) for example, has carried out a study on the factors that are associated with the teacher's job satisfaction and the result indicated that teachers were satisfied with social benefits, meaningfulness of job support from administration such as promotion opportunities and the like. Similar study was carried out by Mpeka (2012) on the level of job satisfaction and the influence of co-workers, pay, promotion, supervision, the work itself, age, and gender on the job satisfaction of Tanzanian Certified Public Accountants (Tanzanian CPAs). The outcome indicates that co-workers, pay promotion, supervision, and work itself have positive significant influence on the job satisfaction.

Based on the report and literatures, Tanzania public servants are experiencing dissatisfaction with the jobs (Tanzania Public Service Report, 2005) and as the result low productivity is registered in most cases. This is because, high level of satisfaction of employees guarantees delivery of workers 'best efforts, thus high quality of job performance (Hussin, 2011). The job satisfaction levels of staff in the Public Service of Tanzania are generally low. Recently, there is shortage of studies that have examined the influence of promotion opportunities on job satisfaction.

## RESEARCH METHODOLOGY

### Research Design

This study employed both quantitative and qualitative methodology in the sense that both closed ended and open ended instruments were used to gather data from respondents. The study adopts a triangulation or Pragmatic Paradigm approach in data analysis. The use of both qualitative and quantitative methodologies increased the credibility and validity of the results by obtaining findings through convergence of different perspectives. This is because, the approach allowed the opportunity to cross-check data from multiple sources embraced by different paradigms. According to Martens (2008), implementing performance enhancing tool among the employees of different cadres requires objectivity and neutrality while attending to the various human dimensions of their different needs and well-being. To address the diversity and complexity of human needs and motivational issues, a mixed methodology was believed to be necessary.

### Population and Sampling Procedures

The site for this study was Muheza District Council that is the second largest District in Tanga Region. The simple random sampling was adopted by use of random numbers in which 8 District Councils in Tanga Region were written in the pieces of papers and mixed and thereafter Muheza District was randomly selected. The selection principle was to ensure that each council had an equal chance of being selected and therefore to avoid any bias and as such to ensure that results are reliable and could allow generalisation (Creswell, 2007, Gorman and Clayton 2005). The target population for this study was 2232 employees from different department in Muheza District and some officials from President's Office-PSM and Prime Minister's Office-RALG These were the persons who are responsible in the implementation of performance appraisal management enhancing tool (OPRAS) more frequently and they have provided important insights on what really is hindering the tool from actualizing its implementation.

A sample size of 339 which constituted 15% of the total population was selected based on the mathematical model by Taro (1964). This percentage was chosen because of the

**Table 1.** Reliability Test Results

SN.	Variable	Items	Cronbach's Alpha	Interpretation
1	Training and Development	5	0.897	Good
2	Appraisal Recognition	5	0.955	Excellent
3	Feedback	4	0.791	Acceptable
4	Promotion Procedures	3	0.766	Acceptable

idea that a sample size of 5-20% of a population is considered acceptable for most research purposes as it provides the ability to generalize for a population (Creswell, 2003; Sekaran, 2003). The study used the proposed sample size at 95% confidence level and 5% margin of error.

### Validity and reliability of research instruments

Validity can be described as the extent to which the instrument measures what it is supposed to measure. According to Healy and Perry (2000), validity determines whether the research truly measures that which it was intended to measure. Thus validity measures how truthful the research results are or the extent to which scores truly reflect the underlying variable of interest. Faux (2010) asserts that an effective and practical approach to pre-testing questionnaire instruments was to ensure that the questionnaire were understood by participants. To meet this demand, the questionnaire and interview schedules were given to experts for their comments and suggestions which were incorporated in the final document before data collection was done.

Reliability, on the other hand, refers to the degree to which measures are free from random error and therefore yield consistent results (Dash, 2003). Sekaran (2003) affirms that reliability of a measure is an indication of the stability and consistency with which the instrument measures the concept and helps to assess the goodness of the measure. As seen in Table 1, the current study used Cronbach's Alpha as a measure of internal consistency. Cronbach's Alpha is a reliability coefficient that indicates how well items in a set are positively correlated to one another (Sekaran, 2003). Kothari, (2002), pointed out that coefficient alpha is a measure of internal consistency based on the formula  $\alpha = rk / (I + (K-I) r)$ , where k is the number of variables in the analysis and r is the mean of the inter-item correlation.

### Data analysis procedures

Both quantitative and qualitative data were used in this study. Quantitative data, in terms of the questionnaire had closed-ended items which were analyzed through Descriptive Statistics in terms of mean score and standard deviations in order to indicate perception of employees on various aspects of performance appraisal. Respondents were asked to indicate the extent to which they agreed or

disagree to statements relating to the four variables in question under four-point likert scale as follows: 3.50-4.00 = Strongly Agree, 2.50-3.49 = Agree, 1.50-2.49 = Disagree and 1.00-1.49 = Strongly Disagree. On the other hand, qualitative data in terms of interviews was analyzed through thematic approach in that data obtained was arranged into themes that were used to together with literature review to enhance discussion.

### Presentation, Analysis and interpretation of data

This section presents result of the analysis based on the set research questions. It provides employees' perceptions on Performance Appraisal Management with special focus to four key areas namely training and development, promotion, recognition and feedback.

### What is the perception of Public Employees in Muheza District on Effectiveness of Training and Development?

In order to determine perception of employees on training and development, questionnaire respondents were needed to rate five questionnaire items as seen in Table in Table 3.

From Table 2, respondents agreed (M=3.3816, SD=.62648) that training and development have the positive impact to job performance. However, on the contrary, they disagreed that (a) they have ever received training on how to set performance targets (M=2.1304, SD=.63658), (b) training and development policy are in place (M=2.0628, SD=.77642), (c) after appraisal process their performance is evaluated (M=1.9855, SD=.75991) and (d) training and development program is linked to individual performance (M=1.6763, SD=.79230). This suggests that though training and development were considered by employees to be essential for effective job performance, modalities of training and development process were not effective. The essence of training and development to employees in the organizations was indicated by most interviewees who admitted that training and development to employee in an organization is a very crucial exercise but it was not linked to performance. One Head of Department was quoted saying that:-

"I have never seen the training policy and also no employee has been sent to training as the result of performance evaluation. This is due to the fact that training and development is not linked to individual performance. Staffs just attend to different training, short or long term with the assistant from Higher Education Student Loans

**Table 2.** Perception of Employees on Training and Development

SN	Item/ Statement	Mean	Std. Deviation	Interpretation
1.	Training and development have the positive impact to my job performance.	3.3816	.62648	Agree
2.	I have ever received training on how to set performance target	2.1304	.63658	Disagree
3.	Training and development policy are in place	2.0628	.77642	Disagree
4.	After the appraisal process my performance is evaluated	1.9855	.75991	Disagree
5.	Training and development program is linked to individual performance	1.6763	.79230	Disagree

**Table 3.** Promotion Procedures as Perceived by of Employees

SN	Item/ Statement	Mean	Std. Deviation	Interpretation
1.	I will work very hard when it is clear that if I achieves the planned target there is reward in terms of promotion.	3.7101	.47566	Strongly Agree
2.	Promotion has increased my happiness to the organization.	3.6280	.60882	Strongly Agree
3.	I have been promoted as the result of appraisal evaluation.	1.7681	.62655	Disagree

Board and not as the result of appraisal evaluation" (Interview with Head of Department, April, 2016).

The above quotation and findings could mean that respondents thought training they had received was just to fulfil the requirement of public service management training policy and not for improving individual performance. This suggests a very bad sign to the organization to waste institution's funds with no returns from the employee's sent for different training. This is against different studies which found that training and development are important instruments that aid human capital in exploring their dexterity with the objective of improving their productivity (Clutterbuck, 2007). When employee's recognition in terms of training and promotion is tied to achievement of work target, it will be a reinforcing factor to their performance.

#### **What is the perception of Public Employees in Muheza District on Effectiveness of Promotion Procedures?**

In order to determine perception of employees on promotion modalities, respondents were needed to rate three questionnaire items in Table 3 using four- point Likert scale.

As shown in Table 3, employees strongly agreed that they will work very hard when it is clear that if they achieve the planned target there is reward in terms of promotion ( $M=3.71$ ,  $SD=.47566$ ). Furthermore, the Table indicated that respondents strongly agree that promotion has increased their happiness in the organization ( $M=3.62$ ,  $SD=.6088$ ). This means that employee's promotion becomes an important ingredient to individual performance. The essence of appraisal recognition is brought to view by

Prowse and Prowse, (2009) who argue that in developing an appraisal system for organizations, management needs to think of recognizing employee's effort through promotions. This is because appraisal recognition causes employees to get satisfied with their job and as a result commitment and more effort to the work is realized. This is also supported by Caruth and Humphreys (2008); Macey et al. (2009) who pointed out that employees get motivated to work when they get frequent promotions after appraisal system in their work place. Determination of employees' attitude toward promotion procedures was deemed necessary due to the fact that promotion is an important factor for enhancing job satisfaction. This is because employees become satisfied with their work when they consider themselves to be a productive part of the organization. Job satisfaction is evaluative judgment of psychological and environmental situations that make a person happy with the job and create positive emotional state regarding the experiences, attitudes and beliefs about the job in an organization (Clutterbuck, 2007).

However, respondents disagreed that they have been promoted as the results of appraisal evaluation ( $M= 1.7681$ ,  $SD= .62655$ ). This is contrary to the study by Mustapha and Zakaria (2013) who discovered that managers or small business owners regularly need to documents employees job performance so as to assist in arriving at proper judgment on promotion or demotion. To them, promotion opportunities must be tied to performance and it should be based on individual employee appraisal evaluation.

Additionally, the essence of promotion to employees in the organizations was further brought to view by most interviewees who affirmed that promotion of employee is an important aspect of a worker's career and life that affect

**Table 4.** Perception of Employees on Appraisal Recognition

SN	Item/ Statement	Mean	Std. Deviation	Interpretation
1.	OPRAS link the implementation strategy towards attracting and retaining of best people.	2.6522	.77258	Agree
2.	OPRAS gives recognition to good performance.	2.4686	.62917	Disagree
3.	I am planning to quit this job to other organizations.	2.4155	.60848	Disagree
4.	After the appraisal process my performance is evaluated.	1.8551	.51034	Disagree
5.	I have ever been recognized as a result of the appraisal evaluation.	1.7874	.66335	Disagree

other facets of the work experience. One Head of Department was quoted saying that:-

“Promotion impact positively on employee job satisfaction due to the fact that it increases morale and income of the public servants and as the result the members of staff feel valued for what they are contributing to the organization, thereby their loyalty to the institution goes up, and hence satisfaction increases”. Again when performance is set as precondition for promotion and since it affects pay, employee will be motivated to work very hard” (Interview with Head of Department, April, 2016).

From the findings, one can declare that promotion used as a reward and as a motivating factor, when linked to performance impacts positively on employee productivity. This is in line with the study on job satisfaction and their contributing factors in Tanzania by Ngimbudzi (2009) who discovered that teachers were satisfied with social benefits, meaningfulness of job support from administration such as promotion opportunities among others.

#### **What is the perception of Public Employees in Muheza District on effectiveness of Appraisal Recognition?**

In order to determine perception of employees on Appraisal Recognition, respondents were needed to rate five questionnaire items in Table 4 using four- point Likert scale.

Findings from Table 4 indicate that respondents agreed that OPRAS links the implementation strategies towards attracting and retaining of best people (M=2.6522, SD=.77258). Retention of best performers is a sign of existing recognition. Respondents further disagreed that they are planning to quit their jobs to other organizations (M=2.4155, SD=.60848). This may suggest that performance appraisal is taking place in organizations under investigation. As such, employees do not plan to quit the organization. This conforms to the study by Kepner, (2009) who admitted that both monetary and non-monetary incentives can be used to recognize employee’s effort and in that way foster staff retention and effectiveness. As a form of reward for employee performance, recognition is defined as acknowledgement, approval and genuine appreciation for employees’ work performance. Although money has received the most attention as a reinforcer and incentive

motivator, and is even equated with reward systems by practicing managers, there is increasing evidence that contingently administered recognition can be a powerful reinforcer to increase employee performance in organizations (Nda and Fard, 2013).

However, respondents disagreed that OPRAS gives recognition to good performance (M=2.4686, SD=.62917), they further disagreed that after the appraisal process their performance is evaluated (M=1.8551, SD=.51034) and also they disagreed that they have been recognized as a result of the appraisal evaluation (M=1.7874, SD=.66335). This might suggest that appraisal recognition takes place at a very lower level that does not give proper description on the exercise being undertaken. This is contrary to the study by Mone and London, (2010) who observed that the use of reward as the way of recognizing employee effort has to be used as an essential factor in any company's ability to meet its goals. As such, employer needs to communicate each role to each specific employee in a concise manner as well as what is expected of them and their expectations as employees thereby adequately reward or correct their performance accordingly.

Moreover, the essence of recognition to employees in the organizations was brought to view by most interviewees who contended that recognition of employees should serve as a prerequisite condition for productivity and retention. One Head of Department, for instance, said:-

“If employee recognition is used as a mandatory condition for staffs promotion, training, salary increment or demotion for those performing poorly, they will be forced to work towards the achievement of the work target, since there would be no option” (Interview with Head of Department, April, 2016).

Therefore, one can affirm that recognition should be used as prerequisite condition for one to be promoted, trained or demoted. This is in line with the Dhameja, (2009) who found that appraisals are often developed mostly in the public sectors to reward or recognize employees for a job well done for high performers and also serves as a challenge for low performers.

#### **What is the perception of Public Employees in Muheza District on feedback?**

In order to determine perception of employees on feedback,

**Table 5.** Employees Perception on Feedback

SN	ITEM/ STATEMENT	Mean	Std. Deviation	Interpretation
1.	At the end of the appraisal process I do receive feedback concerning evaluation of my performance.	3.7585	.42906	Strongly Agree
2.	OPRAS integrate feedback communication to ensure employees are aware of departmental recognition programme as a mean of lowering labour turnover.	2.6280	.84864	Agree
3.	OPRAS uses feedback effectively as a means of improving performance. Feedback communicated has good impact on my performance.	2.7900	.84823	Agree
4.		3.3176	.69043	Agree

respondents were needed to rate four questionnaire items in Table 5 using four- point Likert scale. Table 5 shows that generally, respondents were positive to most of the statements regarding to feedback mechanism in their organisations. Particularly, they strongly agreed that at the end of the appraisal process they do receive feedback concerning evaluation of their performance (M=3.7585, SD=.42906). They also agreed that OPRAS integrate feedback communication to ensure employees are aware of departmental recognition programme as a mean of lowering labour turnover (M=2.6280, SD=.84864). They further agreed that OPRAS uses feedback effectively as a means of improving performance (M= 2.79, SD= .848). Again, with the mean score of (M= 3.3176, SD= .6904), respondents agreed that feedback communicated to them has positive impact to improving their performance. This shows that appraisal feedback issues are important to the employees and as such it conform to the study by Macey et al. (2009) who found that feedback mechanism assures employee's involvement, improvement and commitment to improving his or her performance.

Feedback is an action taken to provide information regarding some aspects of one's task performance. A number of studies indicated that feedback does not only have the potential of extensively improving employee areas of weaknesses and deficiencies, but it also serve as the key link to organization reputation, through customer satisfaction and overall stakeholder value that will eventually affect positively the quality and quantity of service offered to the public (Nda and Fard 2013).

Furthermore, the essence of feedback to employees in the organizations was further indicated by most of the interviewees who revealed that feedback on employee performance is a very crucial exercise that aims at improving their performance. One Head of Department, for instance had this to say:-

"Feedback communicated to employees always show areas where individual employee has performed poorly and thereby allowing correction of the deviation and as the result, the employee will improve in the future. Feedback also sharpens employee's performance, improves the implementation of work plans, help employee feel valued of their presence and as the result, affects their overall

performance" (Interview with Head of Department, April, 2016).

From these findings, one can declare that, feedback tells employees where they have gone wrong and why and as the result, they get opportunity to improve their future performance. This confirms with the study by Songstad et al. (2012) who advised that an employee performance appraisal should serves as a means for management to evaluate and provide feedback on employee job performance, including steps to improve on their deficiencies as needed.

However, contrary to the findings, during the interview schedule, it was revealed that in the Public Service, it is very rare to give feedback to the employee concerning evaluation of their performance. One Head of Department, for instance, contended that:-

"It is very rare that we give feedback to employee's concerning evaluation of their performance. In fact once they have finished filling the OPRAS forms there is neither evaluation nor feedback given. At the beginning of the financial year, employees are reminded by their supervisors to fill the OPRAS forms and it waits until the next financial year when they are reminded again without evaluation or feedback of the last year performance" (Interview Schedule No. 4 with Head of Department April, 2016).

Interview findings reveal the fact that there is neither evaluation nor feedback given to employee concerning evaluation of their performance. This suggests that even though most respondents indicated that they receive feedback concerning the evaluation of their performance contrary to the results from the interview schedule, there might be some areas that need some improvement. This conform to the findings from the study on an evaluation of the effectiveness of performance management systems on service delivery in Zimbabwe by Zvavahera (2014) who discovered that the current performance management system was not enhancing the provision of quality service in the civil service because employees did not see any merit in its application. This was because, the appraisal feedback was not linked to tangible reward since career advancements and promotions were not tied to performance. Most respondents indicated that performance



appraisals were hurriedly done at the end of each year so as to fulfil the Civil Service Commission's performance requirements.

## Conclusions

Based on analysis presentation and discussion of findings regarding to Perception of Public Employees on Performance Appraisal Management System in Muheza District, it is concluded that:

Though training and development are perceived by employees to be essential for effective job performance, modalities of training and development are not effective. This is because training given was not linked to individual performance. Additionally, employee's promotion should be based on the achievement of individual work target.

Furthermore, the findings reveal the fact that appraisal recognition leads employees to get satisfied with their job and as a result commitment and more effort to work is realized. As such recognition in terms of different incentives, whether positive or negative serves as a motivating factor for employee's to perform better. Further, most respondents agree that OPRAS integrates feedback communication to ensure employees are aware of departmental recognition programme as a mean of lowering labour turnover. Hence, management should ensure that feedback communicated to staffs should serve to deliver message on departmental recognition program.

## Recommendations

Based on conclusions derived from research findings in this study, the researcher recommend that:

Since training and development are perceived by employees to be essential for effective job performance, management in the public service organizations should ensure that modalities of training and development are effectively planned. Management should facilitate training to employees on how to set performance targets; training and development policy should be in place and should be linked to individual performance.

Management should promote employees regularly as promotion is perceived to be an important ingredient to effective individual performance, which will in turn increase organization productivity. Appraisal recognition needs to be maximized because it leads employees to get satisfied with their job and as a result commitment and more effort to their work are realized. Lastly but not least, management should continue to give feedback to employees at the end of appraisal process as it help them correct where they have gone wrong.

Further, OPRAS should continue to integrate feedback communication to ensure employees are aware of departmental recognition programme as a mean of lowering labour turnover.

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