

Assessing the Effect of Performance Appraisal on Employee Productivity in Organizations; A Study of Chikankata Town Council, Kafue Gorge Training Centre and Riverside Farm Institute

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DOI: <https://dx.doi.org/10.47772/IJRISS.2024.802001>

Received: 27 December 2023; Accepted: 15 January 2024; Published: 26 February 2024

ABSTRACT

The study assessed the effects of Performance Appraisal on Employee Productivity in organizations; A study of Chikankata Town Council, Kafue Gorge Training Centre and Riverside Farm Institute. The objectives were to determine the effects of performance appraisal on employee's productivity in an organization.

The results obtained from the study would generate insight that would assist organizations in developing effective performance measurement strategies for it would enable the organizations to identify and develop guidelines that would enhance effective staff appraisal that would improve staff performance and for academicians and scholars, the study findings would be beneficial to forming the basis for future research on the subject, providing a critical examination of the field. The study used qualitative research design. A stratified proportion sampling was employed to obtain a suitable unit representative of analysis with the target population of 310 employees from three (3) different institutions namely; Chikankata Town Council, Riverside Institute and Kafue Gorge Training Centre. The study was anchored on expectancy theory. The study targeted the population of 310 staff based in Chikankata District with the sample size of 45 employees. The researcher used the interview guide and focus group questions as the data collection instruments that was pilot tested using 15 staff based in Chikankata District. The data was analysed by use of Microsoft excel. Specifically, means, averages and percentages were employed by the researcher. The data analysis tools were simple tabulations and presentations of the report using spreadsheets. The data is presented using tables, charts and graphs.

The findings indicated that performance appraisal is important because the process offers organizations a valuable opportunity to measure how each staff in relations to previously established standards and expectations. The study recommends that Managers, supervisors and employees should be involved in the planning process of performance appraisal and the Performance appraisal policy should be easily accessible to all members of staff and performance appraisal process in the organization should be more transparent and rational.

INTRODUCTION/BACKGROUND TO THE STUDY

The meaning of Performance appraisal is seen to be the assessment made on a job of worker's production in a specified period of time. It is synonymous to a report card on employee and how authorities measure their activities during the preceding year. It is seen also as a way performance and productivity of individual employees were assessed so as to determine their contribution to the development of the organization for the

attainment of their main objectives.

The purpose for performance appraisal is to help enhance productivity in organizations. It helps measure the productivity of organizational members and it is quite paramount and sensitive in managing human resources, the reason is that the outcome of the output of workers helps in making the organization succeed. It is important to indicate here that some authorities use this to downsize or under-score the efforts of workers who are not their favorites. Thus, a proven performance appraisal process joints the work place and the workers together and show the workforce what they are expected to do, and where they may function appropriately in the organization. It is used together with the productivity of an employee to identify a worker's chance for upgrading, improvement and ranking into other high ranks of offices. Since majority of employees will like to infer the leaders' thoughts of their output, places performance assessment in a contested spot. People who work in organizations with few workers and who usually interacts between their managers and themselves, generally know what the authorities expect from them. But, in a big organization, the magnitude of interaction is almost non-existent that many workers may lack the ability to predict actually what their leaders' perspective about them might be and the outcome of their output assessment will likely result in Donli (2008).

The purpose for performance appraisal is to help enhance productivity in organizations. It would help measure the productivity of organizational members and it is quite paramount and sensitive in managing human resources, the reason is that the outcome of the output of workers helps in making the organization succeed. It is important to indicate here that some authorities use this to downsize or under-score the efforts of workers who are not their favorites. Thus, a proven performance appraisal process joints the work place and the workers together and show the workforce what they are expected to do, and where they may function appropriately in the organization.

According Emekenem (2016), many employees feel their managers set unrealistic targets for them to meet and unfairly judge them based on their ability or inability to meet these targets. Furthermore, many workers feel their performance appraisals are biased and do not put employees on a level playing field (Kolawole, Komolafe, Adebayo & Adegroye, 2013).

Additionally, there is the case that performance appraisal discourages teamwork as the focus of Performance Appraisal in most firms remains on the individual employee. Regardless of the emphasis, an effective appraisal system evaluates accomplishments and initiates plans for development, goals, and objectives. However, many studies have shown that performance appraisal serves many purposes, especially in a world where improved results and efficiency are increasingly critical in today's globally competitive marketplace. Therefore, the challenge remains determining how performance appraisal can be channeled to improve employee's productivity and performance.

Statement of Problem

There are varying views to how people perceive the impact of performance appraisals on employee staff productivity. Some studies have suggested that it is beneficial to the organization in terms of the performance of individuals (Boice & Kleiner, 1997). However, recent research suggests that some large organizations are completely changing the way their organizations approach critical elements of the performance appraisal because they have found it to have a negative effect on the moral of employees which ultimately affect their productivity (Rock & Jones, 2015). Studies have shown that a lot of employees have experienced both being unmotivated to the point of despair and being motivated to the point of pure joy by the outcome performance appraisal on the job (Delery & Doty 2006; Youndt, Snell, Dean & Lepak, 2006). This has led to questions about performance appraisal and the manner in which they are conducted. Therefore, the major dilemma remains how performance appraisal channels a positive energy to employees and does it improve their productivity. It is based on this dilemma and the back and forth between the

existing literatures that spurs this research.

Objective of the Study

The study was guided by the following objective:

1. To examine the effects of performance appraisal on employee's productivity in an organization.

Significance of the Study

The study would be important in providing a leeway for an organization to assess performance appraisal methods and make adjustments where necessary, if employee productivity is to be achieved. The study would be of benefit to employees and management in organizations as it would show them areas where their performance appraisal methods were faulty and how they could improve it in order to inspire increased productivity for their employees.

The study would also be significant to the government as the findings and recommendations of the study could be applied to the public sector. It would show the government the importance of performance appraisal and how it could be applied in the public sector.

Furthermore, it would add to the body of knowledge on performance appraisal and employee productivity.

Delimitations of the study

The study was conducted in three (3) organisations in Chikankata District of Southern Province Zambia.

LITERATURE REVIEW

Literature review comprised of documentation of information that relates to the subject under investigation. Moreover, it helps determine new approaches and stimulates new ideas. Although the interest in and use of performance appraisal have increased over the past 30 years, the practice of formally evaluating employees has existed for centuries. As early as the 3rd Century AD, Sin Yu, an early Chinese philosopher, criticized a biased rater employed by the Wei dynasty on the grounds that "Thy Imperial Rater of Nine Grades seldom rates men according to their merits but always according to his likes or dislikes" (Patten, 1977, p.352). The earliest use of performance appraisal was a basis for administrative decisions such as promotions, salary increase and so on. Throughout the 1960s and 1970s, however, performance appraisals were increasingly used for employ development and feedback, corporate planning, legal documentation, system maintenance and research (Karak, 2019).

Empirical Literature Review

The empirical review highlights the past studies on the variables of the study, that included the studies conducted on employee performance among employees and performance appraisal system. It reviewed the aspects of job performance, employee motivation, staff training and employee performance.

Performance Appraisal Feedback and Employee Productivity

In 2017 Emerald publishing limited conducted a study on positive outcomes of negative feedback: succeeding with performance appraisals, the main objective of the paper was to review the latest trends and management development across the globe and pinpoint the practical implications from cutting edge case studies and research studies. The methodology approach was a preparation by independent writers who added their own impartial comments and placed the articles in context. The findings indicated that

organizations which endeavor to constantly improve were best placed to gain competitive edge over their competition and performance appraisal and performance appraisal feedback were critically important because the process offers organizations a valuable opportunity to measure how each staff in relations to previously established standards and expectations. But until appraisal feedback becomes a reality some staff would always underperform therefore, organizations must be able to address the issues to avoid alienating those employees who were willing to pull their weight. Negative feedback remained an important part of appraisal mix (Emerald Publishing Limited, 2017). The methodology used for this study was biased because the approach was a preparation by independent writers who added their own impartial comments and placed the articles in context.

Kuvaas (2011) carried out research on the interactive role of performance appraisal reactions and regular feedback and his intentions were to test the relationship between performance appraisal reactions and staff outcomes in terms of affective organizational commitment and workplace performance. The study adopted a cross sectional survey of 803 from three organizations located in Norway. His study established that perceived helpfulness of performance appraisal was directly related to affective commitment and the relations between performance appraisal and work performance was significant only for employees reporting higher levels of perceived regular feedback. At the same time the relationship between performance appraisal reactions and work performance was moderated by regular feedback that's suggest formal performance appraisal cannot compensate for low levels of regular feedback (Kuvaas, 2011).

Robinson and Fink (2009) established that there are a number of flaws in the evaluation process. However, formal performance appraisal programmes have often yielded disappointing and unsatisfactory results. According to Robinson and Fink (2009) performance appraisal should be abandoned as the last hope as they outline pitfalls and problems as evidence and at the same time consider the potentials of performance appraisal programmes. The issues should not dwell on whether to scrap but rather it should be to make them better. The irony is that time becomes an enemy when performance appraisal feedback is not dealt with openly. In order to prevent the larger problem continuous feedback and documentation are very important. One reason for failure is that firms often select extensively from the wide battery of available performance appraisal techniques without really thinking about which particular technique is best suited to a particular appraisal objective.

Performance Appraisal Process and Employee Productivity

Longenecker, Frink and Caldwell (2014) conducted a study on current US trends in formal performance appraisal process in a cross section of manufacturing firms and service firms in their study the authors identified the current trends that have emerged from improved opportunities that exists for companies that are currently engage in the practice of formally appraising their employees. Their study targeted 183 firms in the US that were reviewed by a panel of three people and their contents were analyzed to identify the formal performance appraisal process, rating and procedure to opportunity for improvement. That data that was collected was analyzed using qualitative analysis that revealed the average rating procedure that had been in place for more than five years, the purpose of the performance appraisal process and identification trainings and development. The study also established that organizations employ a wide variety of performance criteria in assessing their employees. The data obtained to form the actual formal performance appraisal process of organizations were rather limited and the researchers provided critical insights into the current practice limiting potential generalizability. The social implication of the study suggests that companies can do a much better job of equipping their staff to more effectively reap the organizational benefits of this key practice (Longenecker, Frink, & Caldwell, 2014).

Zhang, Zheng and Li (2012), conducted a study on performance appraisal process and organizational citizenship behaviour. The objective of their study was to examine how performance appraisal process is associated with organizational citizenship behaviour, the study was anchored on two theories namely

impression management theory and social exchange theory, the study used commitment as mediator and rating reward as moderator. The researchers used a multi-source sample of 777 and examined the mediating role of affective commitment with structural equation modeling and Sobel tests and the moderating role of rating–reward linkage with ordinary least squares regression model. The study found out that there is a relationship between performance appraisal process and organizational citizenship behaviour mediated by affective commitment and perceived rating reward linkage strengthened the direct association between organizational citizenship and performance appraisal process where as it weakened the relationship between affective commitment and appraisal process (Zhang, Zheng, & Li, 2012).

Performance Appraisal Goals and Employee Productivity

Empirical studies show that effective performance appraisal lead to important outcomes such as job satisfaction, employee productivity, quality work and employee trust and commitment. A study conducted by Pettijohn and Taylor (2009) examined the relationship between performance appraisal and sales performance and they established that if performance appraisal are properly conducted the outcome have positive impacts a similar study was conducted by Daley (2003) conducted an investigation on general performance appraisal practices focusing on the use of explicit performance standards and the study established that there is a strong relationship between performance appraisal system that have been adopted as means of implementing pay for performance schemes and the productivity incentives that these system provided. In another study by Omusebe, Gabriel and Douglas (2013) found out that there was a positive and significant effect between employee efficiency and performance appraisal in mumias sugar company. Walsh (2003) conducted a study on perceived satisfaction and fairness of performance appraisal in the United States. The study was investigating the employee’s reaction to satisfaction and fairness with the existing performance appraisal tools. The data obtained from four hundred and forty respondents from two organizations and the findings of the study established that respondents perceived that the performance appraisal tools to be fair as nine out of ten scales used for measuring reaction.

Yang, (2008) conducted a study on individual performance and his findings were that individual’s performance are had to verify, he asserts that organization can use rewards based on rewards and direct bonuses on individual performance if employee performance is noticeable. With agreement with Yang (2008) Bishop (2011) carried an investigation of employee performance and he revealed that recognition, acknowledgment and reward of performance of employees’ direct discrimination between employee productivity. Asim (2013) also carried a study on effects of employee motivation on employee performance, and the findings and conclusion were if staff are more motivated their performance will definitely increase.

In developed nations studies have shown that there is a shift from a micro analytical approach to a macro strategic approach perspective that is organizational performance. This is explained by a study by Delaney and Huselid (2006) in their studies of profit and non-profit firms in the United States the study established that there is a positive association between human resources management practices such as staff training, staff selections and job performance to perceptual organization performance measure. Conversely micro analytical research to determine the relationship of employee attitudes and behaviour with performance has also created interest in the field of performance management particularly in developed world. Studies have shown that there is a strong relationship between performance and personal factors such as motivations, commitments, competency and job satisfaction as well as the introduction of performance related pay (Elorza, Aritzeta, & Ayestaran, 2011).

THEORETICAL FRAMEWORK

Vroom’s Expectancy Theory

The study is anchored on Vroom’s Expectancy theory, the notion which was advanced by Victor H. Vroom.

It is an attempt to explain how motivation of an individual can be harnessed to help get a desired outcome. It may be described in the form the benefit of an outcome to somebody because of successfully overcoming it and what gains are attached to that outcome (Banjoko, 2002). This theory thrives on the fact that the effort of an employee would result into performance and performance would subsequently result into rewards. The theory advocates that the magnitude of a tendency to perform in a desired form largely relies on the expectation that the act would lead to a given outcome and based on the attractiveness of that outcome to the individual. According to Idemobi (2010) the Theory is a process theory developed which largely relies on the outcomes. The explanation of Vroom is that to motivate workers or employees, the effort put in by them, their subsequent performance and motivation must be joint to one another. He said, employee expectations are likely to affect the motivation of an individual. Therefore, their input depends on their expectations of the outcome.

Perception plays a vital role in this theory because it emphasizes on cognitive ability to anticipate the likely consequences that result from behavioural action (Krentner & Kinicki, 2011). As explained by Vroom (1964) the expectancy theory has two major assumptions that is individuals have a perception about the concerns that result from their interactive engagements and casual relations among the outcomes and second assumption is individual has effective reactions to certain outcomes that is both positive and negative value (Lucas & Diener, 2007).

According to this theory individual were motivated to perform by two expectations. Expectancy is the probability that the effort would always lead to desired performance and second expectancy is that particular performance would lead to preferred outcomes. While some efforts would not be rewarded, the employee would not be motivated with to perform specific task. Expectancy theory relies upon motivators to clarify the causes of behaviour at a work station, external rewards are viewed as motivators that fuel behaviour as opposed to intrinsic motivators when behaviour are driven from internal forces.

This theory contributes to the study in the sense that employees would particularly behave in a way that they think would result in the best reward. As such if performance appraisal would result in to promotion and salary increment then it would enhance employee productivity in the organisation. The above theory facilitated understanding that employee motivation and job performance.

METHODOLOGY

The section of the study described and outlined the methodology that was adopted in order to meet the study objective. It also defined the study population and the specific sampling methods that was used, data analysis and collection methods.

Research Design

Orodho, (2009) defines research design as general layout that is used to answer research questions.

The study was qualitative in nature. The interview data and secondary data was analyzed by content and narrative analysis techniques and presented in percentages, charts, graphs and tables. This also helped the researcher to critically analyze the problem in question with a view of drawing more specific and detailed information that is useful to the study.

Location of the study

The study area was Chikankata District in Southern Province.

Target Population

The target population of the study was 140 staff from Riverside Farm Institute, 80 Members of staff from Kafue Gorge Training Centre and 90 Members of staff from Chikankata Town Council bringing the study population to **310 employees**. According to Cooper and Schindler (2008) target populations are units that have observable characteristics that the study uses to generalize the finding.

Sample and sampling technique

A stratified proportion sampling was employed to obtain a suitable unit representative of analysis. The sample size consisted of 15 employees from Riverside Farm Institute, 15 from Kafue Gorge Training Centre and 15 from Chikankata Town Council bringing sample size to a total of 45 employees.

Instruments

The Interview guide and the focus group questions were used for data collection, which were more efficient and economical tools for descriptive research for the sample size that was chosen. The interviews were conducted on supervisor employees and the focus group was used on ordinary employees.

Data Analysis Tools

The tools that were used to analyze data is Microsoft excel. Descriptive analysis was done and displayed with the aid of frequency distribution tables, and bar graphs. Analysis was then made based on the findings. The data collected from the field was sorted for completeness, and summarized in tables. The process of data analysis involved several stages. The data obtained from the study was coded and entered into the computer and subsequently subjected to statistical analysis using Microsoft excel.

FINDINGS AND DATA ANALYSIS

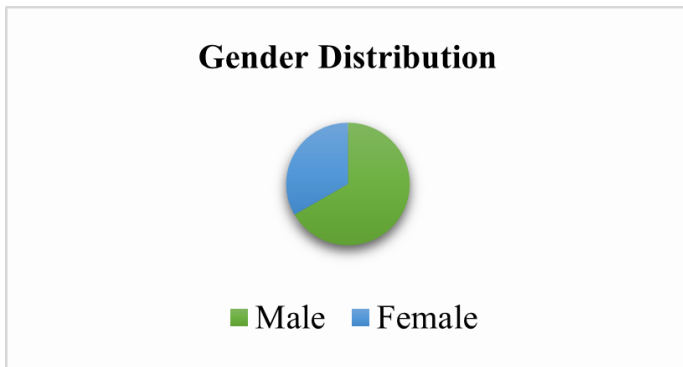
The findings were presented and divided into two sections in line with relevant objective of the study and research questions highlighted in chapter one. The data collected was analyzed using a Microsoft Excel. The findings were also presented and arranged in a meaning form, into tables. The chapter is sectioned into respondent's demographic information, responses on study variables and limitations of the study.

Presentations of the findings

Table 4.1: Table showing respondent's gender

Category	Frequency	Percentage
Male	25	56%
Female	20	44%
Total	45	100%

Figure 4.1 Showing gender distribution



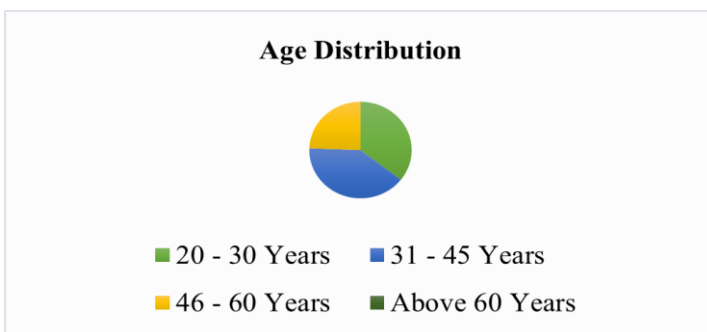
On the 45 questionnaires which were distributed, 25 of the respondents were male and 20 of them were female respondents which gave an indication that, 56% were male respondents and 44% were female respondents. The responses indicated that issues under study were responded by all genders and there is no single opinion can be ascribed to any particular gender. This shows that all genders had almost equal representation in the study but male were slightly more than 50% in the study.

Age Distribution

Table 4.2: Table showing respondents age brackets

Classification	Frequency	Percentage
20 – 30 Years	16	36%
31 – 45 Years	18	40%
46 – 60 Years	11	24%
Above 61	0	0%
Total	45	100%

Figure 4.2: Figure showing respondents age brackets



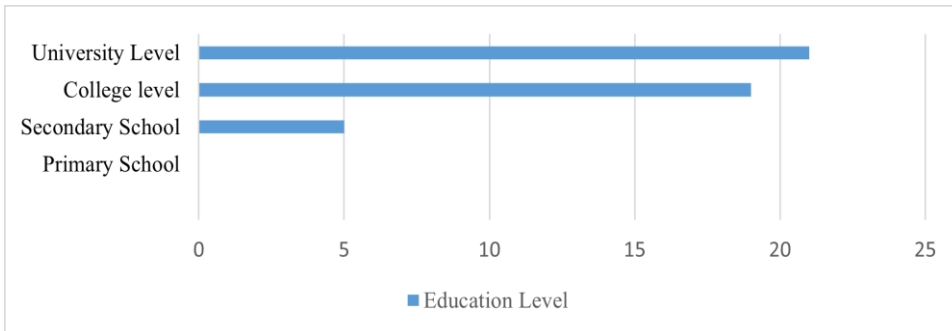
On the 45 questionnaires which were distributed, it was noted that 16 of the respondents were of the ages between 20-30 years, 18 were 31- 45 years and 11 were of the ages between 46 – 60 years. This shows that the majority of the respondents were in the peak of their careers and they are active age groups.

Table 4.3: Table showing respondents highest level of education

Category	Frequency	Percentage
Primary School	0	0%

Secondary School	5	11%
College level	19	42%
University level	21	47%
Total	45	100%

Figure 4.3 Showing highest level of education

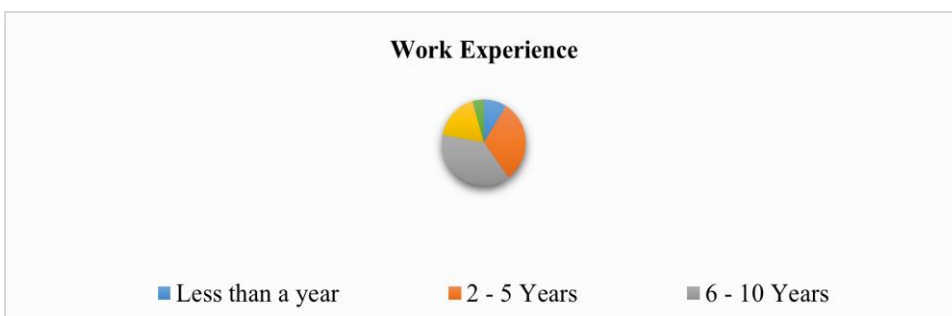


Respondents were asked to indicate their highest level of education they have attained, as shown in figure 4.3 and table 4.3 the majority had Degrees at 47%, respondents with Diplomas were 42%, Secondary school education were 11% while Primary school were 0%. This shows that as respondents' level of education is adequate to answer and interpret research questions and also is a clear indication that the organizations are equipped with skilled and qualified personnel.

Table 4.4: Table showing years worked by respondents

Category	Frequency	Percentage
Less than a year	4	9%
2 – 5 Years	14	31%
6 – 10 Years	17	38%
11 – 15 Years	8	18%
16 – 20 Years	0	0%
Above 21 Years	2	4%
Total	45	100%

Figure 4.4 Showing the number of years worked in the organization



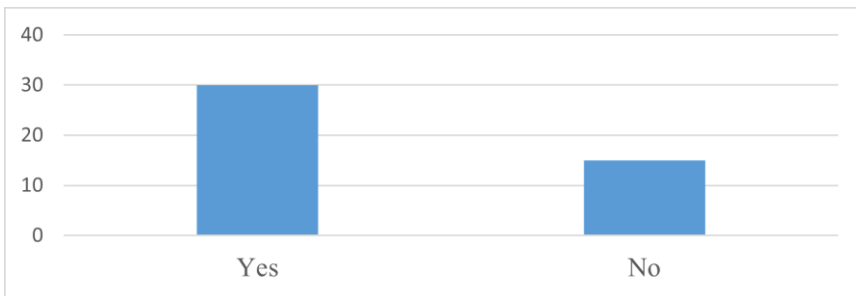
As shown in table 4.4 and figure 4.4 respondents were asked to indicate the number of years they had worked in their current organizations, the majority of the respondents had worked for 5 years or more. This shows that the respondents have been in the organization long enough to understand and respond to study variables effectively and thus the information to be provided are reliable.

Performance Appraisal Feedback

Table 4.5: Table showing if performance appraisal feedback affects employee performance

Classification	Frequency	Percentage
Yes	30	67%
No	15	33%
Total	45	100%

Figure 4.5 Showing if performance appraisal feedback affects employee performance

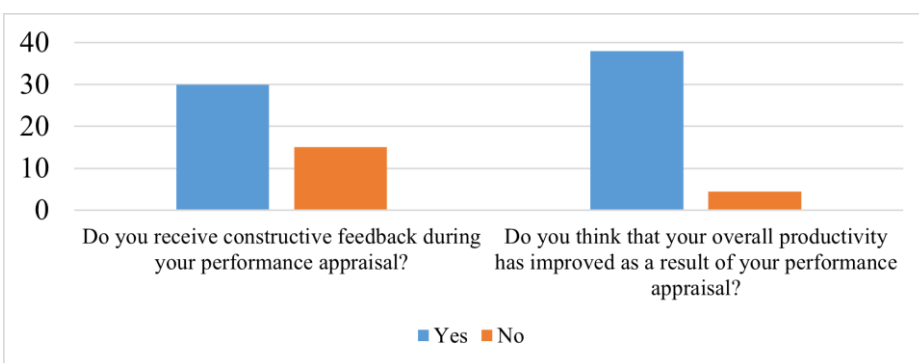


As shown in table 4.5 and figure 4.5 respondents were required to indicate if performance appraisal feedback affects employee performance in the organization. A majority of them at 67% indicate Yes while 33% indicated No it doesn't. This shows that the majority of the respondent agreed that appraisal feedback has a significant influence in staff performance. According to the respondent's performance appraisal feedback are critically important because the process offers organizations a valuable opportunity to measure how each staff in relations to previously established standards and expectations.

Table 4.6: Table showing respondents opinion on statements that relate performance appraisal feedback

Classification	Frequency		Percentage	
	Yes	No	Yes	No
Do you receive constructive feedback during your performance appraisal?	30	15	67%	33%
Do you think that your overall productivity has improved as a result of your performance appraisal?	38	7	85%	15%

Figure 4.6 Showing respondents opinion on statements that relate performance appraisal feedback



As shown in table 4.6 and figure 4.6 respondents were asked their opinion on some statements in regards to

performance appraisal feedback. The first statement asked if the respondents received constructive feedback during performance appraisal; 67% agreed on having received feedback during appraisal while 33% disagreed. The second statement asked if the overall performance of the employee had improved as a result of performance appraisal in which 85% agreed and 15% disagreed. The research findings are in line with other studies that have established that performance appraisal feedback affects employee performance.

Kuvaas (2011) established that perceived helpfulness of performance appraisal was directly related to affective commitment and the relations between performance appraisal and work performance was significant only for employees reporting higher levels of perceived regular feedback. At the same time the relationship between performance appraisal reactions and work performance was moderated by regular feedback that's suggest formal performance appraisal cannot compensate for low levels of regular feedback. According to Robinson and Fink (2009) performance appraisal should be abandoned as the last hope as they outline pitfalls and problems as evidence and at the same time consider the potentials of performance appraisal programmes. The issues should not dwell on whether to scrap but rather it should be to make them better. The irony is that time becomes an enemy when performance appraisal feedback is not dealt with openly. One reason for failure is that firms often select extensively from the wide battery of available performance appraisal techniques without really thinking about which particular technique is best suited to a particular appraisal objective.

Limitations of the Study

The constraint of suspicion facilitated poor cooperation from respondents. Occasionally, the researcher encountered respondent who did not cooperate. The researcher also anticipated that respondents were not willing to give out unbiased information due to fear of victimization. Respondents were reluctant to disclose required info with fear of being victimized by the management. In this case, the researcher guaranteed the respondents of the privacy of the data that they provided and sought authority from management to undertake research in the respective organizations. The study limitations were addressed by the researcher who personally talked to the respondents and explained that the research is purely for academic purposes and the identity of the respondents would not be revealed under any circumstance and the management was aware about the research.

SUMMARY, RECOMMENDATIONS AND CONCLUSION

This segment of the study contains research study summary, recommendations and conclusion based on study objective which was assessing the effect of performance appraisal on employee productivity in organizations; A Study of Chikankata Town Council, Kafue Gorge Training Centre and Riverside Farm Institute.

Summary of the Findings

The researcher distributed a total of 45 questionnaires to the respondent and 100% of the questionnaires were completely filled up. This gave a response rate of 100% that was used to analyze the study variable. The gender characteristics of respondents were dominated by males at 56 % and males were 44% all genders had almost equal representation in the study but male were slightly more. Respondents were required to indicate their age bracket and it was noted that 16 of the respondents were of the ages between 20-30 years, 18 were 31- 45 years and 11 were of the ages between 46 – 60 years. The study asked the respondents to indicate their highest level of education attained, the majority had Degrees at 47%, respondents with Diplomas were 42%, Secondary school education were 11% while Primary school were 0%, and finally the respondents were asked to indicate the number of years they had worked in the organization, the majority of the respondents had worked for 5 years or more. This shows that the respondents have been in the organization long enough to understand and respond to study variables

effectively and thus the information to be provided are reliable.

Performance Appraisal Feedback and Employee Performance

Respondents were required to indicate if performance appraisal feedback affects employee performance in the organization and 67% indicate Yes it does while 33% indicated No it doesn't. The respondent agreed that appraisal feedback has a significant influence in staff performance and performance appraisal feedback are critically important because the process offers organizations a valuable opportunity to measure how each staff in relations to previously established standards and expectations.

The respondents were asked their opinion on some statements in regards to performance appraisal feedback. The first statement asked if the respondents received constructive feedback during performance appraisal; 67% agreed on having received feedback during appraisal while 33% disagreed. The second statement asked if the overall performance of the employee had improved as a result of performance appraisal in which 85% agreed and 15% disagreed. The research findings are in line with other studies that have established that performance appraisal feedback affects employee performance. Kuvaas (2011) established that perceived helpfulness of performance appraisal was directly related to affective commitment and the relations between performance appraisal and work performance was significant only for employees reporting higher levels of perceived regular feedback. At the same time the relationship between performance appraisal reactions and work performance was moderated by regular feedback that's suggest formal performance appraisal cannot compensate for low levels of regular feedback. Robinson and Fink (2009) established that there are a number of flaws in the evaluation process. However, formal performance appraisal programmes have often yielded disappointing and unsatisfactory results. According to Robinson and Fink (2009) performance appraisal should be abandoned as the last hope as they outline pitfalls and problems as evidence and at the same time consider the potentials of performance appraisal programmes. The issues should not dwell on whether to scrap but rather it should be to make them better. The irony is that time becomes an enemy when performance appraisal feedbacks are not dealt with openly. One reason for failure is that firms often select extensively from the wide battery of available performance appraisal techniques without really thinking about which particular technique is best suited to a particular appraisal objective.

Conclusion

The study established that performance appraisal feedback was critical because the process offers organizations a valuable opportunity to measure how each staff in relations to previously established standards and expectations. The findings indicated that performance appraisal and performance appraisal feedback were critically important because the process offered organizations a valuable opportunity to measure how each staff in relations to previously established standards and expectations. But until appraisal feedback becomes a reality some staff would always underperform therefore organizations must be able to address the issues to avoid alienating those employees who are willing to pull their weight.

In order for leaders to achieve the organizational goals they individual levels of performance must be assessed. If performance appraisal was not carried out perfectly it could cause ripples among staff and could be seen to be unfair and ineffective. Performance appraisal also have negative effects in organization and that had become an issue of concern in many organizations that have not put in place the right tools for staff performance measurement and in order to determine whether its strategy was being achieved organizations should put in place a good performance system.

Recommendations

The study recommended that the management and the human resource department in organizations should clearly explain the purpose and the need for the assessment and they should train staff on how to give and

receive feedback. The human resource department should ensure that feedback was confidential that would ensure that employees believed that process was honest and open. Managers, supervisors and employees should be involved in the planning process of performance appraisal and the Performance appraisal policy should be easily accessible to all members of the staff.

The human resource practitioners at Chikankata Town Council, Kafue Gorge Training Centre and Riverside Farm Institute should ensure that performance appraisal process in the organization is more transparent and rational and, in some incidents, there should be self-appraisal and where the needs arise staff should be counselled in order understand what is expected from them. The human resource officer should ensure that there was clarity in terms of job responsibility to each and every employee so as to know what was expected from them. The human resource practitioners at Chikankata Town Council, Kafue Gorge Training Centre and Riverside Farm Institute should ensure that performance appraisal goals were able to identify training needs and it should be structured in such a way that it would identify the relevant and necessary trainings which when specified would ensure a better employee performance.

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