

Performance Appraisal Policy and Employees' Performances at Action Africa Help International South Sudan Program

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DOI: <https://doi.org/10.47772/IJRISS.2026.100700006>

Received: 08 July 2026; Accepted: 13 July 2026; Published: 22 July 2026

ABSTRACT

Performance being the onset of the employees' management processes is a very crucial decision-making point in the establishment of the employees' work performances. The process generally involves an organization assessing the strengths and weaknesses of its employees who are involved in the organization's daily routine activities implementation according to the established Key Performance Indicators for each employee. This paper examines the relationship between performance appraisal policy and employee performance at Action Africa Help International South Sudan Program. The study applied a mixed research design (quantitative and qualitative). A survey approach as a research strategy was used to collect quantitative and qualitative data from a population of 110 and a sample size of 86 employees of Action Africa Help International South Sudan Program. Primary data was collected using closed-ended structured questionnaires distributed to the employees of AAHI-SS in Yei, Maridi, Juba, and Yambio Counties in Central and Western Equatoria States, and an interview was also conducted with the Human Resources and Administration Officials to gather qualitative data to supplement the qualitative data collected. Data collected were furnished, coded, and analyzed based on descriptive and inferential statistics of Pearson product's moment correlation and regression using Statistical Package for Social Science (SPSS) 22.0. Results confirmed that performance appraisal was found to be a significant predictor ($t(82) = 3.090, p < .01$) of employee performance at the Action Africa Help International South Sudan. This implies performance appraisal causes improvement of employee performance. Based on the findings, the study concluded that conducting merit-based and participatory performance appraisals and effective utilization and adherence to the organization's policies and procedures when conducting employees' performance appraisals creates motivations, trust, and transparency between the employees and their managers, hence improving the performance of the employees and the organization's outputs. The study recommends that, senior Country management of the organization should pay keen interest in identifying policies areas relating to Employees' performances that needs urgent improvements, Continuous capacity enhancement of the supervisors/Managers and department to adhere to the professionalism at all time when conducting employee performance appraisal exercise and in addition ensure every employee is made aware of the existing performance appraisal processes and procedure in the organization and risks associated with not adhering to the policy set in the organization

Key words: Performance Appraisal Policy, Employee's performance, AAH-I South Sudan.

INTRODUCTION

With the current global advancement in technology, the aspect of HRM policies has come under intensive pressure, as more competitive industries are mushrooming and zooming in on their efforts to the scarce, talented, and highly performing workforce to boost its productivity to meet global demands. For any entity to thrive in this era, high-level efficiency, effectiveness, and adherence to the implementation of HRM policies in regards to employees' performance appraisal and processes are critical to any business or nonprofit-making organization. Each competitor strives hard to maintain its highly performing workforce against competing rivals.

The Study Theory

Equity Theory

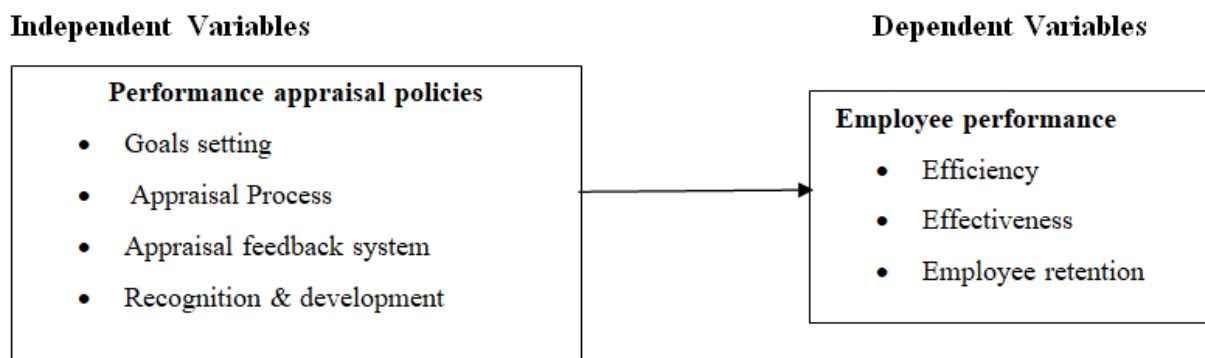
Equity Theory was advanced by Adams (1963), who tried to explain an employee's perception of what they contribute to the organization they work for, what they get in return, and how their return contributions ratio compares to others inside and outside the organization they work for. This determines how fairly they perceive the organization to them in terms of their individual contributions. This perception of equity is expected to make employees take actions to restore equity; such actions may relate to employees quitting their jobs or lack of cooperation at the workplace. In whatever organization, employees always compare their pay and other compensation benefits with that of their seniors as a motivational factor that makes them effective, efficient, and never think of leaving the organization for greener pastures in other well-to-pay organizations.

In a study conducted by Cowherd and Lavine (1992) determining whether the size of the pay differential between the lower employees and top management of an organization had an impact on product quality, the study showed a significant impact. They found out that individuals often compare their pay with that of their top managers, and when they realized there was inequity in pay and other compensation packages, they sought to reduce their efforts to achieve equity. This theory explains the underpinning situation at AAHI-SS, where there are various remunerations, compensations, and rewards policies where national staff have lower salaries and other benefits compared to international staff. For example, the Highest National Staff at AAHI-SS get a gross salary of USD 4000 monthly, while the Lowest International Staff get a monthly gross salary of USD 6000, these differences in compensation and pay structure creates internal frictions between the national and International staff who have the same qualification and work under the same work environment, this made some of them to work in a state of "to whom it may concern" where less effort is being injected in whatever roles they play in the organization because what they get is not equivalent to their academic qualifications and work experiences, hence affecting their performances

Conceptual Framework

The conceptual framework shows the relationship between the independent variable and the dependent variable. Mugenda and Mugenda (2003), an independent variable is a variable that has an influence on the dependent variable. In this study, the conceptual framework demonstrates the linkage between the independent variable—performance appraisal policy—and the dependent variable—employee's performance.

Figure.1. Conceptual Framework



METHODOLOGY

Study design

This study adopted a mixed research design (quantitative & qualitative). Where the quantitative method searches for specific responses to research questions in relation to performance appraisal policies and employees' performance, the qualitative method searches for narratives, views and explanations of issues related to performance appraisal that complemented the quantitative data. John W. Creswell (2009) states that

research designs are plans and procedures for research that span the decisions from broad assumptions to detailed methods of data collection and scientific analysis. This study employed a mixed research design (quantitative and qualitative) since it sought to establish the relationship between performance appraisal policies and employees' performance. This was a case study that used a selected number of performance appraisal practices and how they affect employees' performance. The research strategy used in the study was a survey approach and interviews to collect quantitative and qualitative data, which were analyzed using descriptive and inferential statistics of Pearson product moment, correlation and regression analysis.

Study Population

A population is an entire group of individuals or elements with some observable characteristics (Ghauri and Grønhaug, 2005). Cooper and Schindler (2000) also stated that a population is the total collection of elements about which we wish to make inferences. This study had a targeted population of 110 employees of AAHI-SS, which were divided into 70 lower-cadre employees, 10 senior management staff members and 30 project officers. AAHI South Sudan (2019) HR Personnel Handbook.

Table.1. Showing the targeted population and Number of respondents

Category of respondents	Number of respondents	Sampling technique
Supporting Staff	70	Simple random sampling
Senior Management staff	10	Purposive sampling
project officers	30	Simple random sampling
Total	110	

Source: Primary data

Sampling size and procedure:

A sample is a proportion of the population whose results can be generalized to the entire population (Kothari, 2003). This study focused on 110 employees of Action Africa Help International South Sudan, who were divided into 70 lower-cadre employees, 10 senior management staff, and 30 project officers. AAHI-I South Sudan (2019) HR Personnel Handbook. A sample size of 86, which included 6 senior managers, was purposively selected; 25 project officers and 55 project-supporting staff were simply randomly selected for the study from AAHI project sites in Yei, Maridi, Juba, and Yambio counties in South Sudan. The 6 senior project managers and 25 project officers were selected because these are the direct implementers of the policies, and the 55 supporting project staff are the people directly affected by the policies in the organization and may have fruitful perspectives on the influence of the policies on their performance at work.

Determination of the sample size

According to Kothari (2003), a sample is a proportion of the population whose results can be generalized to the entire population. The researcher used a population of 110 and a sample size of 86 for this study. The sample size was derived using the Yamane (1967) formula to calculate the sample size for the study as seen below.

$$n = \frac{N}{1 + N(e)^2}$$

(Where 'n' is the sample size, 'N' is the population size, and 'e' is the level of precision)

Therefore $n = x$, $N=110$, $e=0.05$

$$n = 110/1+N(e)^2$$

Therefore $n = 110/1+110(0.05)^2$

$$n = 110/1.275$$

therefore $n = 110/1.275 = 86$

Therefore $n = 86$ as sample size

Table.2. Sample Distribution

Category of staff	Population	Sample size	Sampling technique
Supporting Staff	70	55	Simple random sampling
Senior Managers	10	6	Purposive sampling
Project Officers	30	25	Simple random sampling
Total	110	86	

Source: <https://www.researchgate.net/figure/A-simplified-formula-to-calculate-sample-size-Yamane-1967>

Sampling Technique and procedure

According to Sekaran (2003), sampling is the process of choosing the research units of the target.

Population that is to be included in the study. This study adopted both probability and non-probability sampling techniques.

A probability sampling method is where all elements have an equal chance of being selected (Kothari, 2003). This entailed simple random sampling. The simple random sampling method selects a sample without bias from the target/accessible population. The method was used to select random samples from the supporting staff, project officers, HR staff, and administrative staff. This method was justified for the study because it ensured that all subjects of the subgroups were given an equal chance of being selected. This minimized bias and simplified the analysis of results.

Non-Probability Sampling Techniques

Non-probability sampling is a sampling technique where the samples are gathered in a process that does not give all the individuals in the population equal chances of being selected. Under this category, the purposive sampling method was used. This method was used by the researcher to decide who to include in the sample based on their relevancy. A purposive sampling technique was used to collect focused and highly confidential information from key respondents, which included senior managers from AAHI South Sudan. The technique was used because the focus of the researcher was to get in-depth information and not simply generalize.

Data Collection Methods

The researcher used a mixed-methods design (qualitative and quantitative). Structured questionnaire surveys were used to collect quantitative data, while structured open-ended interview questions were also administered to the HR and administration officials. The quantitative method was to measure each specific objective in the study scientifically, and the qualitative method was to gather some qualitative data that would not have been

collected using structured, self-administered questionnaires that were believed to be of significant importance in the complementization of the quantitative information.

Quantitative data was collected using survey questionnaires, where the researcher developed questionnaires that were used to answer specific objectives of the study for respondents to complete in writing. The questionnaires were structured (close-ended) to elicit specific responses, which were easy to fill, analyze, and compare among different groups and economical in terms of time saving and energy, as per Kothari (2003). The participants' literacy levels too favored the self-administration approach, which gave an accurate profile of the situation, and the data provided described the who, what, how, when, and where of the variables in the study. The questionnaire surveys were used to collect data from the organization's senior managers, project officers, and supporting staff. Open-ended interview questions were also used to gather qualitative data from some HR and administration officials to complement quantitative data collected using self-administered questionnaires.

The selection of questionnaires for this study was determined by the fact that the respondents were literate and unlikely to have difficulties in responding to questionnaires. Also, the open-ended interviews gave the HR and administration officials wider room to explain some critical issues affecting staff performance; the population of the study was large against limited time, and the data required were easily provided in writing. Self-administered closed-end questionnaires were used since the study was concerned with the study of variables that could not be directly observed, such as views, opinions, perceptions, and feelings of the respondents. Such information was best collected through questionnaires (Kothari, 2003).

Quality Control

In order to make sure that quality and relevant data were collected, the research instruments were tested for validity and reliability as follows:

Testing the Validity of the Instruments

According to Kothari (2003), validity refers to the degree to which results obtained from data analysis actually represent the phenomenon under study. Validity is how data obtained in the study accurately represents the variables; it is the accuracy and meaningfulness of inferences that are based on research results. For the purpose of producing a quality research report, the study focused on external validity to ensure that research findings of this study were highly generalized to other organizations and the environment outside the study setting. In this case, the researcher carried out a pre-testing method of piloting the same research instruments on a different but homogeneous sample of ten respondents before going to the field. This pre-testing is done to ensure content and construct validity of the instrument by improving on the questions, the format, and the scales of measurement. The researcher incorporated responses and comments from the piloted study into the final improved instrument. The content validity index (CVI) is computed using the formula below.

$$CVI = K/N$$

Where.

CVI = Content Validity Index

K = Total number of items rated as relevant

N = Total number of items in the questionnaire

Therefore, K=10

$$N= 12$$

$$CVI= K/N= 10/12= 0.8$$

Therefore CVI= **0.83**

Reliability of Instruments

This is the measure of the degree to which a research instrument yields consistent results after repeated trials (Kothari, 2003). Random error, being the deviation from the true measurement, influences the instrument's reliability by reducing it whenever it is high. Reliability threats will always exist in research studies and do arise from inaccurate data coding, ambiguous instructions, and interviewer/interviewee fatigue and bias. In this study, the researcher addressed reliability by reducing the inaccuracy of both the instrument and the researcher's scoring, thus reducing the inconsistencies in the measurements that affected the reliability of the collected data.

Reliability of the instruments in this study was attained through employing the internal consistency method of assessment using the Cronbach's coefficient alpha computation to determine the items' correlation among themselves. In this method, scores of a single test were done on a sample subject, where a score on one item was correlated with those from other items in the instrument. According to Kothari (2003), an alpha of 0.5 or higher is sufficient to show reliability, implying that the closer the alpha to 1, the higher the internal consistency reliability.

Below, is the expression of the Cronbach's coefficient Alpha or Kunder-Richardson

(K-R) 20 formulas.

$$KR20 = (K) (s^2 - \sum s^2)$$

$$(S^2) (K-1)$$

Where, KR20= Reliability coefficient of internal consistency

K = Number of items used to measure concept

S² = Variance of all scores s² = Variance of individual items from the researcher's computation results that was obtained above, the higher the coefficient the higher the item correlation among themselves

Table. 3. **Error! Reference source not found.**

Study Variable	Number of Items	Cronbach's Alpha
Performance Appraisal	12	.958

From the study variable's reliability statistics above, it has been concluded that the average reliability of the instrument is 0.958, which shows that the instrument is reliable enough to collect the required data for the study.

Data Analysis

Quantitative data were collected using self-administered structured (close-ended) questionnaires to elicit specific responses, which were easy to fill, following a 5-point Likert scale categorized as 1= Strongly agree, 2= Agree, 3= Uncertain, 4= Disagree, 5= Strongly disagree. While the qualitative data were gathered using open-ended structured interview questions that were directly put to the HR and administration officials. The socio-economic attributes like age, sex, employment period/duration of service, and academic levels were measured at nominal and ordinal scales depending on the variables. The quantitative data collected were cleaned, coded, and analyzed using SPSS software (version 22.0), where means, standard deviations,

percentages, frequencies, correlations, and regression analyses were generated and then presented using tables, figures, graphs, and charts to determine the relationships among the variables of the study.

RESULTS AND DISCUSSION

According to Pulakios (2009), performance appraisal is important to manage employees' work effectively. (Armstrong, 2001) performance appraisal as behaviour, the way in which organizations' teams and individuals get work done. Mooney (2009) suggested that performance is not only related to results, but it also relates to activities and behaviour of employees that they adopted to achieve their given goals. (Todd Grubb, 2007). Performance appraisal involves an employee knowing what is expected of him and remaining focused with the help of the supervisor; telling them how well they have done motivates the employees towards good performance.

According to Duster Hoff, Cunningham & MacGregor (2014), the performance appraisal process is increasingly seen as a key link between employee behaviour and an organisation's strategic objectives. Abdelhadi, Jamal, Ben Mansour & André Leclerc (2015) also found out that the purpose of performance appraisal is to improve the contribution of employees to the achievement of organizational objectives. However, appraisers and the appraised do not respond favorably to a performance appraisal system unless they find it equitable. In practice, the performance appraisal has not always helped in achieving the desired results. The employee's perception of the performance appraisal plays a determinant role in the success of the performance appraisal system, as they are willing to voluntarily engage in the pursuit of performance.

According to the finding by Abdelhadi, Jamal, Ben Mansour & André Leclerc (2015), the perception of fairness towards the performance appraisal is crucial for achieving employee satisfaction. They also discovered that performance appraisal can be used to improve the level of job satisfaction. Many authors consider trust critical in the supervisor-employee relationship. And through a trust relationship towards the supervisor, that employee's satisfaction with the performance appraisal system can be cultivated.

According to Grote (2002), performance appraisals are a systematic way of evaluating the standard of a worker's performance." The researcher has viewed the two terms which are used interchangeably in research studies and are named as "performance appraisal" and "performance evaluation". German and Saks (2011) delineate the performance appraisal as a process through which employees are evaluated in accordance with their job performance that smooths the progress of career development.

According to Lunenberg (2011) and Locke and Latham (2002). They indicated that an objective is the aim of an action or task that a person consciously desires to achieve or obtain. Objective setting is a motivational technique used extensively in organizations as a method of directing individuals' efforts at work and providing a standard against which performance can be assessed.

According to Charles Kurose (2013), it indicates that one important point of effective objective setting is feedback. It goes without saying that without the presence of some kind of feedback in relation to goal pursuit, goal setting loses its power because one cannot assess progress toward his or her goals. Feedback helps employees attain their performance objectives and is critical in order for goals to remain effective and retain commitment to Redmond. Feedback is most effective when it is directed at setting more challenging objectives (Locke and Latham, 2002) because it allows for individuals and teams to identify any weaknesses in their current goals, which allows modifications to be made (Smith and Hitt, 2005).

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According to Casio (2003). A performance management system is the process that strongly involves assurance and participation of employees within the organisation and that determines the organizational results. The evaluation system identifies the gap in performance. This gap is the problem that occurs when performance does not meet the standards that are set by the organisation. The feedback system tells the employee about the quality of his or her work performance NCN report (HR Department, 2010). Performance appraisal can

enhance the benefits for the organisation, but apparently it is not delivering the benefits in many cases (John Mooney, 2009).

According to Brown & Benson (2003). Employees can be made more productive/efficient and committed to the organisation by using appropriate performance appraisal systems. The results of the multiple regression analysis showed that performance appraisal and training and development were significantly related to employee performance. The findings suggested that training and development is the most important factor that positively influences employee performance, followed by performance appraisal. Rahman (2006) also added that. If performance is measured and supervised properly and correctly, it leads the employees to high job satisfaction and commitment to their profession.

According to the article by Judy (2015), it indicated that performance appraisal is one of the most challenging components of human resources. All involved parties, including supervisors, employees, and human resources Managers typically are dissatisfied with their organisation's performance management and view the appraisal process as either a bureaucratic exercise or a destructive influence on the relationship between the employee and the supervisors. Despite this outcome, managers are hesitant to abandon performance appraisal, which they still regard as an essential tool of human resource management.

According to Kuvaas (2011). Keeping and Levy (2000), cited by Abdelhadi, Jamal, Ben Mansour & André Leclerc (2015), a consensus emerged among researchers and practitioners that the success of the PA program is extremely important to encourage the development of employees and stimulate their work motivation, reported Kuvaas (2011). Keeping and Levy (2000) argue that the reaction of appraisees is probably the best criterion to use to evaluate a performance assessment system. They note that this system would be inefficient if appraisers did not see it as fair, useful, and equitable. The perception of errors and bias of appraisers and the reactions of appraisees and appraisers to the performance appraisal system in place are among the efficiency measures of the performance appraisal.

According to Disterhoft, Cunningham & MacGregor (2014). Satisfaction with the appraisal was the most measured response; the authors distinguished two forms of satisfaction: one linked to the appraisal session and one linked to the appraisal system and its perceived use. The performance appraisal is seen as a key part of a strategic management approach, offering a tool that links employee skills and behaviour to the organisation's strategic goals. To play this strategic role, however, employees must perceive the programme positively and be satisfied with its overall use.

Bach (2005) indicates that performance appraisal helps employees to be motivated by clearly defining their objectives and by setting future direction by providing training to fulfil the objective performance justice theory related to the acts of being just and fair with everyone.

Performance appraisal is an obligatory process in which a rater measures the employee's traits/behaviour individually and described in a specific time period, and the record is maintained by the organisation (Coens & Jenkins, 2000).

Performance appraisal is a systematic evaluation of an employee's performance in his assigned tasks. The overriding purpose of performance appraisal is to increase motivation and employees' self-esteem. Luc Sels *et al.* (2003) stated that performance evaluation increases the employees' productivity, and that in turn increases organisational performance. Performance appraisal enhances professional growth by pointing out the area of performance enhancement. Transparent performance evaluation motivates employees to work more in order to achieve the organisational objectives (Singh, 2004). Wan *et al.* (2002) reported that merit-based performance appraisal increases employees' motivation and commitment, which has a significant effect on organisational performance. The key to organisational success relates to the willingness of employees to play an extra role (Ahmad and Schroeder, 2003). Satisfied employees lead to reduced turnover and absenteeism.

Descriptive statistics for recruitment policies and employee's performance at Action Africa Help International South Sudan

Results:

SA= Strongly agree, A= Agree, UC= Uncertain, SD=Strongly Disagree, D=Disagree

Table 4. Summary of Results: Performance Appraisal policies

Measurement Items	SA	A	UC	SD	D	Min	Max	Mn	Std Dev	Mean Interpretation
	%	%	%	%	%					
PAP1 there is a Human resources management policy that supports employees' performance appraisal on quarterly, Bi-annual and on annually basis	11.6	88.4	-	-	-	4	5	4.12	0.322	A
PAP2 performance appraisals is a procedure to evaluate how employees are performing and how they can improve their performance	36.0	55.8	8.1	-	-	3	5	4.28	0.607	SA
PAP3 employee performance is not only related to results but it also relates with activities and behaviors of employees that they adopted to achieve their given goals	39.5	46.5	8.1	-	5.8		5	4.20	0.823	A
PAP4 Performance appraisal involves an employee knowing what is expected of him/her and remains focused with the help of the supervisor	43.0	48.8	8.1	-	-	3	5	4.35	0.628	SA
PAP5 use of appropriate performance appraisal systems make employee more productive/efficient and committed toward the organization	37.2	47.7	-	-	15.1	2	5	4.07	0.992	A
PAP6 Performance appraisal process is measured and supervised properly and correctly	32.6	23.3	10.5	5.8	27.9	1	5	3.49	1.353	A
PAP7 performance appraisal management process involves assurance and participation of employees within the organization	26.7	55.8	2.3	-	15.1	2	5	3.94	0.950	A
PAP8 Performance appraisal management ensures employees are made clear to know what is expected of them and how their performance will be measured	38.4	44.2	7.0	-	10.5	2	5	4.10	0.933	A

PAP9 Performance appraisal process is transparent, and merit based which increases employee's motivation and commitment.	22.1	33.7	12.8	26.7	4.7	1	5	3.20	1.525	MA
PAP10 organization's success relates to the willingness of satisfied employees to play extra roles that lead to reduced employees' turnover and increased retention.	33.7	55.8	-	-	10.5	2	5	4.13	0.865	A
PAP11 Human resources management policy on Performance appraisal increases employee's productivity and performance	17.4	70.9	8.1	-	3.5	2	5	4.02	0.632	A
PAP12 in the organization I work for, Human resources management policy ensures employees receive performance appraisal feedback and coaching.	19.8	-	2.3	-	77.9	2	5	2.62	1.200	MA
Global Mean								3.88	0.792	A

Source: Primary Data 2022.

Correlation analysis

This is to establish whether there is a relationship between recruitment policies and employees' performance at Action Africa Help International South Sudan. The following alternative hypothesis was used to guide the study: there is a positive significant relationship between recruitment and selection policies and employees' performance at Action Africa Help International South Sudan. The correlation coefficient was calculated using Pearson's product moment with the aid of the Statistical Package for the Social Sciences (SPSS) version 22.0. as interpreted in the table below

Table 5. showing Correlation analysis for recruitment policies.

Study variable	Recruitment	Performance
Performance Appraisal Pearson correlation Sign (2-tailed).	1	.982** 0.01
N	86	86
Performance Pearson correlation	.982**	1
Sign (2-tailed).	0.01	
**. Correlation is significant at the 0.01 level (2-tailed).		

Source: Primary Data (2022)

The results indicate there is a strong positive significant relationship between performance appraisal and employee performance. The relationship is statistically significant ($r=.982^{**}$, $P<.01$). This means recruitment is associated with employee performance at the Action Africa Help International South Sudan. Therefore, an alternative hypothesis, H_{01} , is retained, and it is concluded that there was a significant relationship between performance appraisal policies and employee performance at Action Africa Help International, South Sudan.

Regression Analysis.

Simple regression to determine the variance of performance appraisal policies on employees' performance at Action Africa Help International, South Sudan, was carried out and presented, and the following is the result derived from them as seen in Table 6. Below

Table.6 Regression Analysis on performance appraisal and employee's performance

Model			Unstandardized Coefficients		Standardized Coefficients	t	Sig.
			B	Std. Error	Beta		
1	(Constant)		.974	.080		12.246	.000
1	Performance Appraisal		.242	.078	.367	3.090	.003
R		.984 ^a					
R Square		.968					
Adjusted R Square		.967					
Std. Error of the Estimate		.09495					
R Square Change		.968					
F Change		825.881					
df1		3					
df2		82					
Sig. F Change		.000					
Dependent Variable: Employee Performance							
Predictors: (Constant), Performance Appraisal							

Source: Primary Data (2022)

The results of the regression model are summarized in table 4.6. The results show that the independent variables account for the variance in employee performance ($R^2=.968$, $p=.000$) at Action Africa Help International South Sudan. The result is significant when the critical value, the p-value, is less than 0.01 for significance at a 99% confidence interval or less than 0.05 for a 95% confidence interval. The results $R^2=.968$ mean that 96.8% of the variance in employee performance in Action Africa Help International, South Sudan, is accounted for by changes in the performance appraisal system.

Further, the regression model was found statistically significant ($F=825.881$, $P=.000$), implying that the model fit the data well. Thus, the model was found to predict employee performance in Action Africa. Help International South Sudan, implying the group of the independent variables in the model reliably predictor the Employee Performance at Action Africa Help International South Sudan.

According to the regression analysis, performance appraisal was found to be a significant predictor ($t(82) = .090$, $p < .01$) of employee performance at Action Africa Help International, South Sudan (Table 6). This implies performance appraisal causes improvement of employee performance. Thus, the hypothesis, "H02. Performance appraisal policy has no significant and positive effect on employees' performance", is REJECTED.

DISCUSSIONS

The deliberation on performance evaluation guidelines and staff productivity at Action Africa Help International South Sudan hinges on the findings from descriptive, correlational, regression analyses, and documentary reviews.

The results in tables 4.5 and 6 of the current study present the relationship between performance appraisal policies and employee performance is a topic of significant interest in human resource management. The correlation results relate to the relationship between performance. Appraisal policies and employee performance were found to be positive. Statistically significant ($r = .984$, $p > 0.05$). Further analysis is based on Correlation confirmed this association.

The regression results specifically indicated that there is a significant positive relationship between performance appraisal policies and employee performance ($t(82).090$, $p < .01$) in the study. The specific issues under performance appraisal and employee performance were related to the performance appraisal processes, and clearly from the results, it is possible to conclude that improvement in these areas would collectively help the Action Africa Help International South Sudan program to address such related performance issues among the employees of the organization. With these findings, the researcher therefore finds support for the hypothesis that strengthening the area of performance appraisal in Action Africa Help International South Sudan would be associated with increased employees' performances. The finding further rejected the hypothesis, "H₀₂. That performance appraisal policy has no significant and positive effect on employees' performance at the Action Africa Help International South Sudan program.

According to the findings on Table 4, 33.7% of the respondents have strongly agreed to AAHI-SS's clear recruitment procedures. 54.7% agreed, 5.8% were uncertain, and 5.8% disagreed. Mean = 4.16 and std. dev. = 0.780. This implies the recruitment processes and procedures give the best candidate to be selected and hired. This improved the performance of the individuals hired and the organization to achieve the set goals and objectives.

According to the findings on Table 4, 31.4% of the respondents strongly agreed that recruitment policies are adhered to by recruiters at AAHI-SS. 40.7% agreed, 11.6% were uncertain, and 16.3% disagreed. Mean: .87 and Std. Dev.: 1.038. This implies the recruitment policies are adhered to by recruiters that give the best candidate a chance to be selected and hired for the job. This is also a clear indication that elements of fraud and corruption during recruitment do not exist at AAHI-SS. This improved the performance of the hired individuals and the organization to achieve the set goals and objectives.

According to the findings on table 4, 10.5% of the respondents strongly agreed that priorities are given to qualified and skilled candidates when hiring individuals at AAHI-SS. 54.0% agreed, 7.0% were uncertain, and 18.6% disagreed. Mean 0.66 and std. dev. 0.902. This implies recruiters at AAHI-SS give the best candidates a chance to be selected and hired for the job. This is also a clear indication that elements of fraud and corruption during recruitment do not exist at AAHI-SS. This improved the performance of the hired individuals and the organization to achieve the set goals and corporate objectives.

From the research findings on the table, 27.9% of the respondents have strongly agreed that there is proper alignment of the workforce, which enhances the effectiveness and efficiency of the employees at AAHI-SS. 58.1% agreed, 7.0% were uncertain and 7.0% disagreed. Mean = 4.07 and Std. Dev. = 0.794. This implies the Human Resources Department ensures that each hired employee is fit for where he/she is supposed to work according to the original job description. This improves the efficiency and effectiveness of the staff and the organisation to achieve the set goals and objectives.

The researches findings on table 4 show 18.6% of the respondents have strongly agreed AAHI-SS has job analysis procedures designed to produce systematic information about jobs, 66.3% agreed, 8.1% disagreed and 7.0% strongly disagreed. Mean: 0.97 and std. dev.: 0.743. This implies the Human Resources Department ensures that each hired employee is hired according to demand and job description and minimizes cases of the

right persons being recruited for the wrong positions. This improves the efficiency and effectiveness of the staff and the organisation to achieve the set goals and objectives.

The research findings on table 4 show 9.3% of the respondents strongly agreed. There is appropriate and proper planning for recruitment of candidates; 69.8% agreed, 11.6% disagreed, and 9.3% strongly disagreed. Mean .58 and Std. Dev. 1.111. This implies the Human Resources Department at AAHI-SS is well equipped and skillful and has all the required planning tools for hiring qualified persons for the organization. This implies improved employee performance and the performance of the organization as testified by the respondents.

The study findings on table 4 show 32.6% of the respondents strongly agreed that, through job analysis, valid and reliable information gathered becomes essential in ensuring fairness and equality in the human resource management activities. 59.3% agreed; 8.1% were uncertain. Mean = 4.24 and Std. Dev. = 0.593. This implies the Human Resources Department at AAHI-SS is well structured and qualified when handling the recruitment and selection of the candidates in a fair and transparent manner where equal opportunity is given to the right persons for the jobs. This improves employees' and the organisation's performances at the Action Africa Help Internal South Sudan Programme.

The study findings in table 4 show 24.4% of the respondents have strongly agreed that the selection of workers occurs not just to replace departing employees or add to the number but rather aims to put in place workers who can perform at a higher level and demonstrate commitment. 70.9% agreed, 4.7% uncertain. Mean = 4.20 and Std. Dev. = 0.505. This implies the Human Resources Department at AAHI-SS recruits the staff based on the demand at hand.

The field findings on Table 4 show 9.3% of the respondents strongly agreed that aligning the workforce enhances employees' effectiveness and efficiency at work; 84.9% agreed; and 5.8% disagreed. Mean: 0.98 and std dev.: 0.575. The alignment of workforces significantly impacts employees' performance, thereby enhancing their effectiveness and efficiency in achieving set goals and objectives. Additionally, it contributes to the overall performance of the organisation.

The research findings on table 4.4 indicate 17.4% of the respondents have strongly agreed that the recruitment process at AAHI-SS generally involves looking for the best individuals who are knowledgeable, skilled, and experienced to take up job vacancies with defined job specifications. 73.3% agreed and 9.3% were uncertain. Mean = 4.08 and std. dev. = 0.514. This implies the recruitment criteria at the Action Africa Help International South Sudan Program. encourages the best selection of the candidates for the position, which fosters effectiveness and efficiency at work. These workforces also have a great impact on achieving their set targets and also the overall goals and objectives of the organization.

The research findings on 4 indicate 18.6% of the respondents have strongly agreed that formal academic qualifications are mainly considered for recruiting candidates for the jobs. 72.1% agreed and 9.3% disagreed. Mean = 4.00 and Std. Dev. = 0.751. This implies at Action Africa. Help International South Sudan Program Formal academic qualifications are mainly considered for recruiting candidates for whatever position being advertised in the organization. Such a criterion gives the organization the best position to have qualified and competent workforces with great diverse skills that would have a great impact on their final output and the end results of the organization's goals and objectives

The study findings in table 4 indicate 11.6% of the respondents have strongly agreed that, at the Action Africa Help International South Sudan Program, employees are aligned according to their areas of specialization for better performance. 67.4% agreed, 9.3% were uncertain, and 11.6% disagreed. Mean: 0.79 and Std. Dev.: 0.799. This implies at AAHI-SS employees are aligned according to their areas of specialization for better performances. This fastens work performance; targets set and achieved improve individual performance and the performance of the organization in achieving its goals and corporate objectives.

CONCLUSIONS

Performance appraisal policies and employee performance were positively related; hence, it is significant for Action Africa Help International South Sudan to effectively utilize the right existing performance appraisal policies and procedures when conducting employees' performance appraisal exercise for the organization. The results of this study reveal that, when the Action Africa Help International South Sudan program employs and adheres to effective performance appraisal policies, employees' performance will improve since the employees will be able to know areas of strength and weakness. Thus, this implies that greater employees' performance can be achieved with proper implementation and adherence to the performance appraisal policies by the management of the organization. At Action Africa Help International South Sudan, the proper performance appraisal process is undermined by failure to adequately adhere to proper appraisal standards. Performance appraisal was found to be of no value to the employee rather than a routine, traditional exercise. Therefore, there is a need for management of AAHI-SS to strengthen the gap and ensure that all managers and supervisors adhere to the basic policies and standards of conducting performance appraisals if high employee and organizational performance is to be realized.

RECOMMENDATIONS

To improve performance appraisal processes and employees' performance, AAHI-SS should emphasize and enforce a one-on-one performance appraisal process between the appraisee and the appraiser. AAHI-SS should pass a policy that all performance objective settings and appraisal processes must be done on a face-to-face basis between the employee and the employer. This gives room for the two parties to have a fruitful assessment and a conclusion on the performance of the employee. And this must be monitored by the HR. The manager and the country director ensure policy is adhered to and implemented. If this is done, the employee and the supervisor will be in a position to assess each other's positions and comment on the performance being evaluated.

To increase an employee's performance, AAHI-SS does employee capacity building on key performance indicator settings. It should be made a policy that all supervisors train or capacity build their subordinates on how to individually set their performance targets, which will be reviewed jointly between the employee and the supervisors. This must be done at the beginning of the implementation years and be appraised bi-annually and annually. This should be monitored by the HR Department, and ensure that all copies of the targets set be filed with the HR department for verification and monitoring purposes.

To improve on employees' performance, AAHI-SS should ensure that performance appraisal feedback to the employees be made mandatory in the organization. All supervisors should ensure that, at the end of the performance appraisal process, the appraisee is given feedback on the performance results, and copies of this feedback should be signed and filed with the HR department for the purpose of accountability.

To increase employees' understanding of performance appraisal policies, AAHI-SS should endeavor to provide each employee with HRM handbooks/manuals. It must be made a policy that every employee at AAHI-SS is given the HRM handbook/manual. Each supervisor must ensure that the supervisee reads and understands all the components of the manual and copy of consent for having understood the policy is duly signed by both parties and filed with the HR department.

ACKNOWLEDGMENT

This dissertation would not have been completed without the support of my supervisor, Dr. Joseph Michael Okwadi Tukie, who helped and encouraged me to write this. Thesis, thank you for your unforgettable guidance, counseling, and encouraging words during this study. To the management of Action Africa Help International South Sudan for accepting me to carry out this study and also to all the employees who fully participated in the study as respondents, thank you very much. The administration of Uganda Technology and Management University for giving me an opportunity to be one of the academic beneficiaries of the university and also supporting me academically to have this study concluded successfully. To my sincere mother and

father, Mr. Ramadan Suliman and Mrs. Khamisa Ramadan, for bringing me up and educating me up to this level. You have treasured your financial resources where thieves cannot even steal. To my wife, Lois Kayum Petia, and my children, Daniel Dongwowroth, Mursali Wesley, Poni Sharon, and Wani Ezra Petia, you have all persevered in pain in whatever ways to enable me to reach this level. I could not mention all the names of those of you who have helped me in the course of this study in one way or the other. Finally, but most importantly to the Almighty God, who guided me in the course of this research and also sustained me to have this study completed, may His name be glorified.

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