IMPROVING THE CURRENT STAFF PERFORMANCE APPRAISAL SYSTEM IN UGANDA PRISONS SERVICE

BY

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PLAN B

DECLARATION

I Okiring David Moses declare that this report is my original work and has never been submitted to any University or Institution of learning for any award.

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APPROVAL

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ABSTRACT

This study was based on an examination on the forms of performance appraisal system, challenges and the strategies to improve the current staff performance appraisal system as a management tool in the Uganda Prisons Service and was based on three objectives which were; to examine the forms of staff performance appraisal system in the Uganda Prisons Service, to analyze the challenges facing the effectiveness of the current staff performance appraisal system in the Uganda Prisons Service and to find out the strategies that can be used to improve effectiveness of the current staff performance appraisal system in the Uganda Prisons Service.

The study adopted cross sectional research design with a population study of 1,025 respondents and sample size of 285 respondents. The questionnaires were distributed to Uganda Prisons Service staff and partners who provided various opinions on the issue of effectiveness of the current staff performance appraisal system.

The study found out that those performance appraisal systems in Uganda Prisons Services are important for improving the level of employee performance as well as achieving the organizational; goals and objectives. Therefore, Uganda Prisons Services should have a consistent reward system that recognizes and remunerates good performance. When linking remuneration to performance, employees need to understand specific performance goals and how to achieve them. Negativity of the respondents on research objectives and lack of motivation to provide the necessary information, led to denial of important information. Further researcher need to be done to ascertain why there's high attrition rates among the junior staff of Uganda Prisons Service.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents the background to the study, statement of the problem, purpose of the study, objectives of the study, research questions, scope of the study and the significance of the study.

1.1 Background of the study

Organizations worldwide rely on the human resource department to perform many important functions including job analyses, personnel planning and recruiting, training and development, talent management, financial incentives, employee safety, and performance appraisals (Biswajeet, 2009). Among these human resource practices business managers indicate that employee performance appraisal system is considered the most important in the field and has been considered a key element in organizational success (Boswell & Boudreau, 2002; Coens & Jenkins, 2000; Erdogan, Kraimer, & Liden, 2001). Effective performance appraisal system has become one of the basic and major needs in any organization to evaluate its employees' performance in the organization (Punia & Siwatch, 2009). Almost all the public organizations are using performance appraisal system to assess the performance of employees. Performance appraisal system plays a key role to achieve the organizational goals through the direct impact on the employees' performance (Ahmad & Ali, 2004; Chan, 2006).

It is vital that performance appraisal systems are effective and for that reason the performance appraisal must be viewed as a tool for developing and motivating staff. The usefulness of performance appraisal as a managerial decision making tool depends partly on whether or not the performance appraisal system is able to provide accurate data on employee performance (Poon, 2004). Modern organizations depend upon measurement and analysis of performance of

all their employees periodically. Measurements therefore must derive from the organization's strategy and provide critical data and information about key processes, outputs and results. The said data and analysis support a variety of organizational purposes, such as planning, reviewing organizational performance, improving processes, and comparing organizational performance with 'best practices' benchmarks (Averson, 1998). The appraisal systems are based on their immediate internal and external environment. Even though there are some tested tools to measure the employee performance it is difficult to follow because, the organization's climate may differ from organization to organization. Many organizations have formulated their own Performance Appraisal systems which are prepared based on their own circumstance (Cook & Crossman, 2004). Organizations have not realized the importance of developing an effective performance appraisal system and, therefore, do not take the time to make sure it effective (Biswajeet, 2009) as is the case with Uganda Prisons Service,

Uganda Prisons Service as a Public Service Agency under the Ministry of Internal Affairs' is facing some serious issues regarding the acceptance of its current performance appraisal system as an effective management tool. Some employees in Uganda Prisons Service feel frustrated and demoralized because their performance outputs are not clearly taken into account especially when being appraised (Uganda Prisons Staffing Report, 2015). This has led to emerging cases of conflicts and disputes between the officers and their subordinates resulting into some cases of low morale and high staff attrition rates. Therefore, it's against the above backdrop that Uganda Prisons Service must quickly lay strategies to improve its Performance Appraisal System.

1.2 Statement of the problem

Evaluating the existing performance system based on employees' perceptions is an issue that has not been widely explored in the Uganda Prisons Service (Uganda Prisons Staffing Report, 2015). There is a lack of clarity regarding how the employees' performance is evaluated, the objectivity of the ratings, as well as the actual use of the evaluation results in personnel decisions such as salary changes and promotions. These challenges can be attributed to inappropriateness of the performance appraisal system. There's therefore need to carry out a research study that can be used to identify the causes of inappropriateness performance appraisal system.

1.3 Purpose of the study

The purpose of the study was to examine the forms of performance appraisal system, challenges and the strategies to improve the current staff performance appraisal system as a management tool in the Uganda Prisons Service.

1.4 Objectives of the study

i. To examine the forms of staff performance appraisal system in the Uganda Prisons Service.

ii. To analyze the challenges facing the effectiveness of the current staff performance appraisal system in the Uganda Prisons Service.

iii. To find out the strategies that can be used to improve the effectiveness of the current staff performance appraisal system in the Uganda Prisons Service.

1.5 Research questions

In order to achieve the above set objectives, the study was guided by the following questions;

i. What are the forms of staff performance appraisal system in the Uganda Prisons Service?

ii. What are the challenges to the effectiveness of the current staff performance appraisal system in the Uganda Prisons Service?

iii. What are the strategies that can be used to improve effectiveness of the current staff performance appraisal system in Uganda Prisons Service?

1.6 Scope of the study

The study under consideration was on the effectiveness of the current staff performance appraisal system as a management tool. This put much emphasis on the the forms of performance appraisal system, challenges and the strategies to improve the current staff performance appraisal system as a management tool in the Uganda Prisons Service. The study was carried out at the Uganda Prisons Service Headquarters and at the Kampala Extra Region group of Prisons based in Luzira. This was owing to its composition as having the biggest concentration of officers of all ranks.

1.7 Significance of the study

This study may bring to light employees understanding and appreciation of the performance appraisal system and the relevance of an objective, systematic and effective performance appraisal.

The study contributes to knowledge and literature because it would focus on how performance appraisal can be more effective which would enable management to develop a broader understanding of human resource management process.

The study may provide information for human resource practitioners on how rules and regulations regarding performance appraisal work in organizations and develop the necessary programmes to address weaknesses and reward performance.

The human resource department can develop a clear picture of the effectiveness of the performance appraisal system in the service sector based on employees' perceptions.

The employees may have better understanding of the status of their performance appraisal system and may provide accurate feedback to their respective organizations as to how to transform such systems into proactive ones.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents a critical review of written literature on the effectiveness of the current staff performance appraisal system as a management tool in the Uganda Prisons Service. It brings out the theoretical review basing on the set objectives of the study.

2.1 The concept of performance appraisal

Performance appraisal is often regarded as the most critical function of human resource management (Selvarajan & Cloninger, 2008; Smither & London, 2009). Several prior studies have revealed that and suggested that effective performance appraisal system is the sign of integral component of effectiveness of human resource management of an organization (Zapata-Phelan et al., 2009). Performance appraisal has excessively emphasized on psychometric issues rather than focusing on rigorous and systematic approach to performance appraisal that is more likely to enhance motivation levels of employees for improving their work performance.

Performance appraisal system is used by organizations to serve multiple purposes because it is believed that the assessment and feedback process will improve business operations. An effectively designed and administered performance appraisal process can provide the organization, the manager, and the employee with multiple benefits (Coens & Jenkins, 2000). Performance appraisal is used to evaluate employees' strengths and weaknesses against a set of predetermined criteria that are linked to organizational goals (Grote, 2002); used as a tool to enhance employee and organizational productivity (Mani, 2002; Pettijohn et al., 2003); increase employee morale and satisfaction (Morrisey, 1983); and improve the quality of managerial decisions in areas such as

compensation, promotion, and termination (Buford & Lindner, 2002). Other purposes of performance appraisal may include employee counseling, training and development, and selecting and relocating job candidates for organizational positions (Gomex-Mejiz, Balkin, & Cardy, 2001; Delpo & Nolo, 2005). If used well, performance appraisal is an influential tool which helps organizations organize and coordinate the power of every employee towards the achievement of its strategic goals (Grote, 2002).

Performance appraisal is one of the widely researched topics in the field of industrial/organizational psychology (Levy & Williams, 2004). So there is no scarceness in the availability of performance appraisal literature. Heyel and Iqbal (2012), defined performance appraisal as the process of evaluating the performance and qualifications of the employees in terms of the requirement of the job for which he is employed, for purposes of administration including placement, selection for promotions, providing financial rewards and other actions which require differential treatment among the members of a group as distinguished from actions affecting all members equally (Caruth & Humphreys, 2008).

All organizations aim at being effective and achieving their goals, in order to do this, it is important to monitor or measure the performance of the employees on a regular basis. Effective monitoring also includes giving timely feedback, reviewing the performance according to pre-determined standards and timely recognition of the accomplishments, that motivates the employee to perform better each day (Liliane, Peter & Muchiri, 2010). It is rightly said that, "Encouraged people achieve the best; dominated people achieve second best; neglected people achieve the least." as recognition and reward at the right time is the best encouragement (Jorge, Carlos, 2010).

2.2 Forms of performance appraisal system

Critical incident appraisal helps the manager to record employee's effective and ineffective behavior during the time between evaluations, which is in the behavioral category. When it is time for the employee to be reviewed, the manager will pull out this file and formally record the incidents that occurred over the time (Zapata-Phelan, et al, 2009). The disadvantage of this method is the tendency to record only negative incidents instead of positive ones. However, this method can work well if the manager has the proper training to record incidents in a fair manner (Smither, et al, 2009). Critical incident evaluation techniques require the assessor to record statements that describe good and bad job-related behavior exhibited by the employee. It is the assessments are difficult because they require ongoing, close observation and because they do not lend themselves to standardization and are time consuming (Kurt, 2004). This type of system improves reliability and standardization because a personnel professional is doing the assessment. For the same reason, it is less susceptible to bias or to legal problems. However, field reviews are generally expensive and impractical for most firms, and are typically utilized only in special instances to counteract charges of bias (McNamara, 2000).

Work standards method shows that certain jobs in which productivity is most important at work is a more effective way of evaluating employees (Wood et al, 2008). With this results-focused approach, a minimum level is set and the employee's performance evaluation is based on this level. The downside is that this method does not allow for reasonable deviations. For example, if the quota is not made, perhaps the employee just had a bad month but normally performs well (Selvarajan and Cloninger, 2008). This method works best in long-term situations, in which a reasonable measure of performance can be over a certain period of time. This method is also used in

manufacturing situations where production is extremely important (Youngcourtet et al, 2007). For example, in an automotive assembly line, the focus is on how many cars are built in a specified period, and therefore, employee performance is measured this way, too. Since this approach is centered on production, it doesn't allow for rating of other factors, such as ability to work on a team or communication skills, which can be an important part of the job too (Levy P.E., and Williams J.R., 2004).

Ranking methods, shows that employees in a particular department are ranked based on their value to the manager or supervisor (Youngcourt, J. and Erasmus, 2007). This system is a comparative method for performance evaluations. The manager will have a list of all employees and will first choose the most valuable employee and put that name at the top. Then employer will choose the least valuable employee and put that name at the bottom of the list. With the remaining employees, this process would be repeated (Swanepoel, J. Erasmus, J. and Schenk, 2011). Obviously, there is room for bias with this method, and it may not work well in a larger organization, where managers may not interact with each employee on a day-to-day basis (Grote, 2005).

Cascio (2010) states that there are several arguments for recommending wider use of self-appraisal. The opportunity to participate in the performance-appraisal process, particularly if Appraisal is combined with goal setting, improves the rates motivation and reduces employee's defensiveness during the appraisal interview. It was further discovered that self-appraisal tends to be more lenient, less variable, more biased and shows less agreement with the judgments of others. Using self-evaluations in performance feedback is reported to lead to more constructive evaluation interviews, less defensiveness during the appraisal process and an even higher level of commitment to organizational goals (Nelson and Quick, 2002). Research suggests that supervisors react to

employees' self-ratings. Supervisors who learned that certain employees' self-ratings were higher than their own changed their initial ratings. Supervisors generally changed the ratings in a positive direction, gave these employees larger increases and were less willing to sit down and discuss the appraisal with these high self-raters. This finding suggests that some negotiation or posturing may be taking place in such performance appraisal procedures (Grobler et al., 2011).

Another form that has gained increasing popularity is the so-called 360-degree performance appraisal technique. The format derives its name from the fact that appraisal feedback is provided from all directions, namely from the top (that is, the direct supervisor), the sides (that is, colleagues and co-workers), the bottom (that is, subordinates), and, sometimes, even from customers. Essentially, this is a multiple rater/multiple source approach to the assessment of an individual's work performance (Swanepoel, J. Erasmus, J. and Schenk, H., 2011). Bateman and Snell (2013) assert that the person being rated can select the appraisers, subject to a manager's approval, with the understanding that the individual appraisals are kept confidential. Returned forms might not include the name of the appraiser and the results may be consolidated for each level. Because of the use of multiple sources, a broader perspective can be developed from an individual's strengths and weaknesses. This enhances self-insight in the process of developing one's full potential (Swanepoel, J. Erasmus, J. and Schenk, 2011). On the downside, employees are often unwilling to rate their colleagues harshly, so a certain uniformity of ratings may result. In addition, the 360-degree appraisal is less useful than more objective criteria, such as financial targets, in measuring performance (Bateman and Snell, 2013).

Swanepoel Schenk, H (2011) defined balanced scorecard as a management system that tracks organizational performance, not only form the traditional reliance on short-term financial measures,

but would also combines hard and soft measures together with short- and long-term ones. The focus is not purely on management accountancy bottom-line measures, but incorporates performance measures from four balanced perspectives, including financial, customer, internal business processes and employee learning and growth (Sayantani & Niladri, 2013). Designing an individualized balanced scorecard for an organization and deciding what metrics to use starts off with a clarification of the organization's strategy by top management and linking it to the vision and mission (Neeti, Santosh, 2015). The central question of each of the four quadrants needs to be examined, and, in response to these questions, critical objectives are set and appropriate measures are determined. For each measure, targets are then set and initiatives are devised that will result in their achievement. Once this process of designing the organization's balanced scorecard is completed, the measures need to be cascaded down to departmental level (Liliane et al, 2010). Using the strategy that has been articulated, the individual departments would need to discuss their respective purposes and how they contribute to the overall results envisaged. Their appropriate key measures that are aligned to the strategy are determined. This ensures that departments are empowered to design measures themselves, rather than being dictated to by a top-down approach (Human Capital Management, 2006).

2.3 The challenges facing the effectiveness of the current staff performance appraisal system

Quite a number of challenges have been identified as confronting the effective and efficient practice of the performance appraisal system which includes the effect of reward and its turnout in commitment and loyalty of employees which triggers productivity within the organization. From past researches (Erdogan, 2002; Fletcher, 2001; Coens & Jenkins, 2000; Broady-Preston & Steel, 2002; Cook & Crossman, 2004; and findings, it has been observed that matching both rewards as a

result of employee's performance in an organization will commit employees more to the performance appraisal process (Sole, 2009) and showing them that the completion of the performance targets and objectives will affect them directly (Prowse, 2009). Organizations fail in motivating their employees especially those that have performed excellently well over a period of time leading to a negative attitude or response from employees (Gupta & Upadhyay, 2012).

According to Redman and Wilkinson (2009) the critics of Performance Appraisal believe it is an expensive process, that it can cause conflict between the appraiser and appraise, is not hugely valuable and might also be debilitating the development of employee performance. Carroll and Schneier's (1982) research established that Performance Appraisal ranks as the most unpopular managerial activity. One thing that is common with the critics of Performance Appraisal is that they do not have a suggestion as to what should replace it, what can be introduced as an alternative. Instead of eliminating Performance Appraisal, organizations need to work on improving their system and make sure that it is effective. They need to reinvent, update and renew their performance appraisal procedures so that they are more compatible with the organization and its environment. Wiese & Buckley (2008) state that 'often, the goal of the rater is not to evaluate the performance of the employee, but to keep the employee satisfied and not to deleteriously influence employee morale'. This can lead to confusion as the goals of the manager and the organization are conflicting. If the manager is concerned with his own image and doesn't want to give negative rating, then this is differing from what the organization wants.

Evaluations are often subjectively biased by their cognitive and motivational states (DeNisi & Williams, 2008; Longenecker et al., 2007) and supervisors often apply different standards with different employees which results in inconsistent, unreliable, and invalid evaluations (Folger et al.,

2012). In order to create better systems, researchers have traditionally focused on validity and reliability (Bretz et al., 2012) by designing newer "forms" of performance appraisals (e.g., behavioral-based systems that better define specific essential job functions of employees or 360-degree feedback mechanisms that allow for cross-validation via multiple raters). However, despite these recent advances in evaluation design, critics continue to argue that performance appraisal systems are not consistently effective (Atkins & Wood, 2002; DeNisi & Kluger, 2009). Thomas and Bretz (2014) argue that evaluations are often perceived by employees and supervisors with "fear and loathing. Cardy (2008) describes the appraisal process as "a difficult and error-ridden task." However, Cardy also points out that it is an important task that affects both the individual and the organization.

As suggested by Drenth (2014), evaluation is a sensitive matter, often eliciting negative psychological responses such as resistance, denial, aggression, or discouragement, particularly if the assessment is negative. Thus high perceptions of evaluative performance appraisal use may result in negative feelings about the appraisal. The employee reactions to appraisals can be an important condition to improve the employee's performance (Abu-Doleh & Weir, 2007). Recently, scholars have begun to argue that employee emotions and perceptions are important in determining the efficacy of performance appraisal systems. In fact, appraisal reactions such as satisfaction, acceptability, and motivation to use feedback, are cited as an important trend in the appraisal research during the past ten years in a recent review of that literature (Levy and Williams, 2014).

Supervisors and employees generally have ambivalent attitudes, at best, toward performance appraisal (Cederblom & Pemerl, 2002). Although most would recognize the perceived benefit, in

principle, of documenting, communicating, and setting goals in areas of performance, many are also frustrated concerning the actual benefit received from performance appraisal in their organizations. The benefits and rewards of performance appraisal appear to be often overstated (Longenecker & Nykodym, 2016). Nickols (2007) suggests that "the typical performance appraisal system devours staggering amounts of time and energy, depresses and demotivates people, destroys trust and teamwork and, adding insult to injury, it delivers little demonstrable value at great.

Raters evaluations are often subjectively biased by their cognitive and motivational states (DeNisi & Williams, 2008) and supervisors often apply different standards with different employees which results in inconsistent, unreliable, and invalid evaluations (Folger et al., 2012). Therefore, Bretz et al., (2012), argued that designing newer forms of performance appraisals such as behavioral-based systems better defines specific essential job functions of employees or 360-degree feedback mechanisms that allow for cross-validation via multiple raters. However, despite these recent advances in evaluation design, critics continue to argue that performance appraisal systems are not consistently effective (Atkins & Wood, 2002; DeNisi & Kluger, 2000).

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Effective performance appraisal doesn't just happen and organizations shouldn't assume that managers know how to conduct them effectively, even if they have many years of experience as managers (Caruth, & Humphreys, 2008). In fact, since the process can differ from organization to organization, it is important that training is provided to introduce managers to the philosophy of performance appraisal at the organization, including a review of the forms, the rating system and how the data gathered is used. Training should take place regularly as a refresher both for new and veteran managers (Chiang, F. & Birtch, T, 2010). Inter-rater reliability is generally very low between managers at any organization. What one manager considers being acceptable performance, another may consider not meeting expectations. This can be a challenge for any organization and is made more of a challenge in situations where the criteria used are subjective and not based on any measurable performance outcomes (DeNisi, A. & Pritchard, R, 2006).

Performance appraisals that ask managers to rate employees on subjective criteria such as customer service skills or leadership ability lack specific outcomes that can be tied to measurable results. The best performance appraisals provide the ability for both managers and employees to judge performance based on measurable outcomes that are objective; level of sales, safety records and evaluations from customers are all measurable ways of providing insight into an employee's performance (Gupta, & Upadhyay, 2012). The purpose of performance appraisal is

not only to provide input to employees about how they're doing, but also to provide the organization with an indication of areas of employee strength and opportunities for improvement (Mone, & London, 2010). Unfortunately, few companies actually aggregate and use the results of performance appraisal for performance improvement efforts. By analyzing results and taking advantage of both best practices in areas where employees are performing well and opportunities for improvement in

areas where they're not, organizations can receive maximum value from their performance appraisal efforts (Macey, et al, 2009).

2.4   The strategies that can be used to improve the effectiveness of the current staff performance appraisal system

Feedback should be given to rates on their overall progress within the organization (Caruth & Humphreys, 2008). Such feedbacks should not be delayed but should be timely and specific. It is part of the rights of employees to know how they are progressing within the organization in carrying out their duties, tasks and responsibilities (Gupta & Upadhyay, 2012) and gets feedback in return which should not just be on a yearly basis but also as frequent, timely as possible. Feedbacks should be provided on a continuous basis- daily, weekly or monthly reviews (Lee, 2005). Feedbacks leave room for improved competitive positioning (Roberson & Stewart, 2006). If it is done, there is the high possibility of this feedback raising an inner drive within the employee and motivating him to do more or increase his level of commitment to the organization, which in turn will lead to an improved and better competitive positioning for an organization. It was observed from the study of Stone, Romero & Lukaszewski, (2006) that the absence of feedback mechanism generates job dissatisfaction among employees as they see the system as ineffective and unfair.

A sound performance appraisal mechanism must be directed towards the achievement of every organizational goal (Caruth & Humphreys, 2008). Performance appraisal in public sectors brings uniformity in evaluation process so treat employees with the capabilities could secure the same rating. In the same vein, it provides information for controlling and carrying out important manpower planning subsystems (Gupta & Upadhyay, 2012) like training, demotion, pay increases, termination of employment, redeployment, retrenchment, promotion, etc. Keeping & Levy (2000)

asserted that this aspect could help in tackling problems emanating from instant decisions or judgment if advance information is available because of performance appraisal outcome. Invariably, the waywardness of an individual in the organization could be contained or removed by helping him or her through performance appraisal to adjust or shoved out. However, improving the performance of every employee and employer should be among the highest priorities of contemporary" organizations (Chiang & Birtch, 2010).

Performance appraisals usually can be improved vastly. The manager should be prepared adequately before conducting a performance appraisal interview. Many managers seem too busy to gather the needed information or to plan for an interview, resulting in frustration and confusion for the employee (Caruth, D. L & Humphreys, J. H, 2008). The performance appraisal interview is too important and has too great an impact upon the organizational climate to be conducted without necessary information and preparation (Nelda et.al, 2009).

Hannah Paul, (2009) it is a usual practice in most places that, managers conduct appraisals just to justify pay increase or decrease, forgetting that the sole purpose of performance appraisal is not salary increase or decrease, but the development of employee skills and the improvement of

work in the office (Mansor, 2011). Besides that, it is also important to give employees feedback (whether it is a matter of money or not), on the work that they are doing. This helps build employee morale and motivates them to work even better, whereas it is also important to give critical feedback to employees, so they can get their act together (Schraeder, M. Becton, J., & Portis, R, 2007).

 The focus of managers on performance appraisals at the end of the year, instead of working towards improving performance during the year is the main problem today. If managers focused their

attention to helping employees improve their job performance it would make it easier for them to analyze it at the end of the year, instead of just rating employees based on numbers or personality traits, which is neither accurate nor fair to the employees. If managers and supervisors were to understand how much they themselves would benefit from doing this, it would make their job much easier (Grobler et al., 2011).

In the study of work motivation, a fairly well-established principle is that the things that get rewarded get done (Cascio, 2011). Jones et al. (2009) argue that an organization will only be effective only if its members are motivated to perform at high levels. Managers can use pay to motivate employees to perform at a high level and attain their work goals. Pay is used to motivate entry-level workers, first line managers, middle managers and even top management. Pay can be used to motivate people to perform behaviors that help an organization to achieve its goals and it can be used to motivate people to join and remain with an organization (Jones et al., 2009). Jones et al. (2009) argue that managers should strive to motivate members of an organization to contribute inputs (though their behaviour, efforts and persistence) that help an organization achieve its goals. They seek to ensure that people are motivated to contribute important inputs

to the organization and these inputs are put to good use or focused in the direction of high performance, with the high performance resulting in workers obtaining the outcomes they desire.

According to Booz and Company (2009), incentives and rewards must be aligned to objectives throughout the organization to promote and reinforce desired ways of working. It is, therefore, important that employees receive a level of pay and conditions that they perceive to be fair and adequate for their role. Although perceptions of pay and conditions are not considered significant drivers of enhanced employee performance, poor perceptions have clear negative results (Grobler

et al., 2011). Aligning compensation to employee performance has been shown to have an impact on staff performance and should form part of a coherent performance management regime (Zakaria, Zainal & Nasurdin, 2012). Many organizations may do this in theory, but fail to execute effectively due to a lack of management capability and clear accountabilities. Booz and Company (2009) argue that increasing pay does not directly lead to increased effort. In fact, focusing attention on money in order to motivate people often produces the opposite result. When pay becomes the primary goal, a person's interest becomes focused on the payment rather than on performing the task, reducing the individual's interest in the task itself (Roberson, Q. M. & Stewart, M. M, 2006).

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter indicates how data for the study was collected, analyzed and interpreted in order to answer the research questions, thereby meeting the purpose of this study. This chapter therefore comprised of research design, study population, determination of sample size, sampling techniques, data collection methods, data collection instruments, quality control, data analysis, measurement of variables, ethical considerations and anticipated limitations of the study.

3.1 Research Design

A research design is the overall blueprint or strategy for the research (Amin, 2005). This study used a cross sectional research design. This design was chosen because it is important for the researcher to find out the opinion of a section of the population about a subject under investigation in a particular period using a particular part of organization (Sekaran, 2003). It took a quantitative approach to data collection.

3.2 Study Population

The study considered 1,025 respondents at Uganda Prisons Luzira Group of Prisons and the Prisons Headquarters. The study population consisted of 1,025 employees from Uganda Prisons Luzira group of Prisons and the Prisons Headquarters that took into consideration the departments of Human Resource, Administration, Rehabilitation and Welfare. Employees took both the unit of analysis and unit of inquiry (Prisons Annual Statistical Report, 2016).

3.3 Sample size and sampling procedures.

The sample size of 285 respondents was selected from a population of 1,025 employees (Prisons Annual Statistical Report, 2017) using Krejcie et al (1970) sample size determination model. Therefore, the study considered the 285 as a sample size for this study.   The study used a simple random technique which ensured that every member of the target population has an equal and independent chance of being included in the sample but ensured maintaining of the core management heads. It helped to remove the possible biases such as giving out negative response that could arise because of the researcher favoring some members of the population.

3.5 Data Collection methods and instruments

A questionnaire was used for data collection. The questionnaire contained structured items, relating to each of the study objectives in question. This was because structured questionnaires were simple to administer and relatively inexpensive to analyze, (Kothari, 1990).

3.6 Validity and Reliability

Validity is the extent to which research instruments measure what they are intended to measure (Oso and Onen, 2008). The researcher used the expert judgment to verify the validity of the instruments. To assess this, the two experts were contacted to evaluate the relevance of each item in the instrument to the objectives. The experts rated each item as either relevant or not relevant. Validity was determined using Content Validity Index (C.V.I). C.V.I =Items rated relevant by both judges divided by the total number of items in the questionnaire as shown hereinafter.

Total numbers of relevant questions were 237

Total numbers of irrelevant questions were 43

Total number of questions 285

CVI= $\dfrac{\text{Total number of relevant questions}}{\text{Total number of questions distributed}}$ =237/285= 0.83

As recommended by Amin (2005), for the instrument to be valid, the C.V.I should be at least 0.7. Reliability is the extent to which a research instrument yields consistent results across the various items when it is administered again at a different point in time (Sekaran, 2003). Reliability was used to measure the extent to which the instrument can produce consistent scores when the same group of individuals is repeatedly measured under same conditions. Items that constituted a Cronbach alpha coefficient of 0.7 and above was retained.

Table 1: Reliability of Coefficients

Variable	No. of Items	Alpha
Forms of staff performance appraisal system	08	0.724
Challenges of performance appraisal system	09	0.861
Strategies of performance appraisal system	10	0.851
Overall	**27**	**0.888**

Source: Primary data

The Cronbachs' alpha (a) Coefficients for all the variables were above 0.897 indicating that the instruments used to measure the variables were consistent and reliable (Amin, 2005). The researcher used Cronbach's Alpha coefficient to determine the internal consistency of the item in the questionnaires. The items in the questionnaire were given to expert to get their opinions in the field of effectiveness of the current performance appraisal system.

3.7 Measurement of Variables

The study included the nature of the current staff performance appraisal system, the challenges facing the effectiveness of the current staff performance appraisal system and the strategies that can be used to improve effectiveness of the current staff performance appraisal system (Goyal & Thakur, 2008; Mishra & Jan, 2007).

3.8 Data Processing and Analysis.

The data collected was edited for completeness and consistence to ensure correctness of the information given by the respondents. Statistical package for social scientists (SPSS 20) was used for data entry and analysis of the study objectives. Descriptive statistics were analyzed in terms of frequencies and percentages. Objectives were analyzed in terms of Means and Standard Deviations.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.0 Introduction

This chapter presents results, analysis and interpretations. It begins with the presentation and interpretation of the demographic characteristics of the respondents, such as gender, age, level of education, work experience, and position held in the organization, using frequency analysis. The analysis was done in line with the set objectives which included, examining the forms of staff performance appraisal system, to analyze the challenges facing the effectiveness of the current staff performance appraisal system and to find out the strategies that can be used to improve effectiveness of the current staff performance appraisal system in the Uganda Prisons Service.

4.1 Response rate

Out of a total number of 285 respondents who received the self-administered questionnaires, 237 respondents filled and answered the questionnaire to the satisfaction of the research. This gave a positive response rate of 83.1% and a non-response rate of 16.9%. This was a good representative sample of the targeted population for decision making (Filatotchev & Aguilera, 2006).

4.2   Descriptive statistics - Demographic characteristics

The results indicated the descriptive analysis for the respondents with the help of the frequency analysis. Frequency analysis was used to analyze the demographics data of the respondents. The findings are shown in tables below:

Table 2: Showing gender of respondents

		Frequency	**Percent**	**Cumulative Percent**
	Male	137	57.8	57.8
Valid	Female	100	42.2	100.0
	Total	**237**	**100.0**	

Source: Primary data

From the Table 2, it was worth noting that the majority number of respondents were male with 137(57.8%) while females were 100 (42.2%). This implied that the study considered views of both sexes. The results also indicated that majority of the respondents were male with 57.8%.

Table 3: Showing age bracket of respondents

		Frequency	**Percent**	**Cumulative Percent**
	20-25 years	71	30.0	30.0
	25-30 years	98	41.4	71.3
Valid	30-35 years	47	19.8	91.1
	Above 35 years	21	8.9	100.0
	Total	**237**	**100.0**	

Source: Primary data

From Table 3; the number of respondents whose age was between bellow 20-25 years were 71 (30%), 25-30 years 98(41.4%), 30-35 years 47 (19.8%) and above 35 years 21 (8.4%). The results meant that the study collected information across all age brackets. The results further revealed that

the biggest majority of respondents were 25-30 years representing 41.4%. The results were in line with the population distribution of Uganda which indicated that the biggest population of Uganda's population was dominated by youths, (UBOS, 2014). The results further implied that within Uganda prisons services majority of the respondents were youths with 98(41.4%).

Table 4: Showing Academic qualification

		Frequency	**Percent**	**Cumulative Percent**
	Certificate	58	24.5	24.5
	Diploma	64	27.0	51.5
	Bachelor's Degree	80	33.8	85.2
Valid	Post graduate Diploma	17	7.2	92.4
	Masters	18	7.6	100.0
	Total	**237**	**100.0**	

Source: Primary data

From Table 4, it was clear that the number of respondents whose highest level of education were Bachelor's Degree with 80(33.8%), diploma with 64(27.0%), Certificates were 58(24.5%), masters were 18(7.6%), post graduate were 17(7.2%). The results meant that the study attracted views from members who had different education backgrounds. The results implied that majority of the respondents were bachelor degree of education with 39.1%.

Table 5: Showing Years of service with Uganda prisons services

		Frequency	**Percent**	**Cumulative Percent**
	1-5 years	148	62.4	62.4
	6-10 years	60	25.3	87.8
Valid	11-15 years	17	7.2	94.9
	Above 16 years	11	4.6	100.0

		Frequency	Percent	Cumulative Percent
	Total	**237**	**100.0**	

Table 5 indicated that respondents who had been in the organization for a period of 0-5 years were 148 (62.2%), 6-10 years were 60 (25.3%), 11-15 years were 17(7.2%) and above 16 years were 11(4.6%). This implied that majority of respondents had spent in the organization for a period of 1-5 years which is represented by 62.4%.

Table 6: showing Current position/Rank

		Frequency	Percent	Cumulative Percent
	Warder-Sgt warder	190	80.2	80.2
	Chf Warder- Principal	38	16.0	96.2
Valid	ASP-SSP	8	3.4	99.6
	ACP-CP	1	.4	100.0
	Total	**237**	**100.0**	

Table 6 indicated that respondents current position in the organization which indicated that Warder - Sergeant Warder were the majority respondents with 190(80.2%, Chief Warder - Principal Officer were 38 (16.0%), and ASP-SSP were 8 (3.4%). This was also true of the fact that the middle managers started from the rank of Chief warder.

4.2 Findings on the Forms of staff performance appraisal system in the Uganda Prisons Service

The results were generated using the scale coded such as 1 represents (strongly disagree, disagree, not sure. strongly agree and agree) that is (1, 2, 3 4 and 5,) respectively. A mean close to 1 or 2 showed Disagreement, a mean of 3 means the respondents were not sure while mean close to 4 or 5 showed agreement about the issue.

Table 7: Showing staff awareness of the forms of staff performance appraisal system

	N	Min	Max	Mean	Std. Dev
I am aware that Uganda prisons services uses critical incident appraisal to record employee's effective and ineffective behavior	237	1	5	4.67	1.187
I am aware that the organization has individual files and formally records the incidents that occurred over a period of time	237	1	5	4.01	1.068
I am aware that the organization has the assessor who records statements that describe good and bad job-related behavior of employee	237	1	5	4.49	1.247

I am aware that the organization has work standards methods that show certain jobs in an effective way of evaluating employees	237	1	5	4.44	1.186
I am aware that the organization uses ranking methods of appraisal based on the value of the officer in charge	237	1	5	4.29	1.260
I am aware that the organization chooses the least valuable employee and puts that name at the bottom of the list	237	1	5	4.15	1.245
I am aware that the organization uses self-appraisal methods lenient which is less variable, more biased	237	1	5	4.45	1.243
AVERAGE MEAN				**4.356**	

Source: Primary Data, 2017

The average mean of 4.356 indicated that the majority of respondents strongly agreed with the issues that were raised on forms of staff performance appraisal system in Uganda prisons services. This was in consultation Smither, et al, 2009, who said that the forms of performance appraisal method have a tendency to record only negative incidents instead of positive ones. Therefore, this is evident that the Uganda Prisons Services uses critical incident appraisal to record employee's effective and ineffective behavior with mean of 4.67. The employees are aware that the organization has individual files and formally records the incidents that occurred over a period of time with mean of 4.01 and standard deviation of 1.068. The study revealed that the employees are aware that the organization has the assessor who records statements that describe good and bad job-related behavior of employee with mean of 4.49. However, some of the respondents were not sure with the issues that were the employees are aware that the organization has work standards methods that show certain jobs in an effective way of evaluating employees with mean of 4.44 and the organization uses self-appraisal methods lenient which is less variable, more biased with mean of 4.78.

The employees are aware that the organization uses ranking methods of appraisal based on the value of the officer in charge with mean of 4.29, the employees are aware that the organization chooses the least valuable employee and puts that name at the bottom of the list with mean of 4.15 who strongly agreed with the statement and lastly the employees are aware that the organization uses self-appraisal methods lenient which is less variable, more biased with mean of 4.45. Therefore, the results from the above findings revealed that most of the respondents strongly agreed with the issues that were raised on the forms of performance appraisal methods that are used by the Uganda prisons services. Therefore, the higher standard deviation showed that the individual responses were a little over one point away from the mean.

4.3 The challenges facing the current staff performance appraisal system in Uganda Prisons Service

The results were generated using the scale coded such as 1 represents (strongly disagree, disagree, not sure. strongly agree and agree) ranging from (1, 2, 3 4 and 5,) respectively. A mean close to 1 or 2 showed Disagreement, a mean of 3 means respondents were not sure while mean close to 4 or 5 showed agreement about the issue.

Table 8: Showing the challenges facing the current staff performance appraisal system in Uganda prisons services

	N	Min	Max	Mean	Std. Dev
There is negative attitude or response from employees	237	1	5	4.47	1.356
Performance appraisal system is believed to be an expensive process	237	1	5	4.19	1.372
Evaluations are subjectively based on biasness	237	1	5	3.24	1.377
Feedback mechanisms allow cross-validation via multiple raters	237	1	5	3.44	1.074
There is increased level of discouragement	237	1	5	3.47	1.364

Appraisers normally tend to have pre-determined perceptions towards the appraisee	237	1	5	4.67	1.097
Supervisors and employees generally have negative attitudes towards each other and the whole appraisal process	237	1	5	4.42	1.368
The level of 'hallo effect'(i.e. the tendency for an impression created in one area to influence opinion in another area) is too much	237	1	5	4.62	1.087
Inter-rater reliability is generally very low between Supervisors at the organization.	237	1	5	4.45	1.169
AVERAGE MEAN				**4.11**	

Source: Primary Data, 2017

Findings in Table 8 revealed that majority of the respondents agreed on the challenges facing the effectiveness of the current staff performance appraisal system as evidenced by the average mean of 4.11. However, Broady-Preston & Steel, 2002; Cook & Crossman, (2004); said that quite a number of challenges have been identified as confronting the effective and efficient practice of the performance appraisal system which includes the effect of reward and its turnout in commitment and loyalty of employees which triggers productivity within the organization. The study further revealed that appraisers normally tend to have pre-determined perceptions towards the Appraise with a mean of 4.67 who agree with the challenges facing current performance appraisal system in Uganda prisons services.

The level of 'hallo effect that is the tendency for an impression created in one area to influence opinion in another area is too much with mean of 4.62, there is negative attitude or response from employees with mean of 4.47, there is increased level of discouragement with mean of 3.47, feedback mechanisms allow cross-validation via multiple raters with mean of 3.44 and Inter-rater reliability is generally very low between Supervisors at the organization with mean of 4.45. Supervisors and employees generally have negative attitudes towards each other and the whole appraisal process with mean 4.42, performance appraisal system is believed to be an expensive pro

with mean of 4.19 and evaluations are subjectively based on biasness with mean of 3.24. The above results on the challenges of effective current performance appraisal system show that, most of the challenges that were highlighted on the performance appraisal system in Uganda prisons services are not appropriate as hindrance to performance appraisal systems in Uganda prisons services. Therefore, the higher standard deviation showed that the individual responses, on average were a little over one point away from the mean.

4.4 The strategies that can be used to improve the effectiveness of the current staff performance appraisal system

The results were generated using the scale coded such as 1 represents (strongly disagree, disagree, not sure. strongly agree and agree) ranging from (1, 2, 3 4 and 5,) respectively. A mean close to 1 or 2 showed Disagreement, a mean of 3 means respondents were not sure while mean close to 4 or 5 showed agreement about the issue.

Table 9: Strategies for improving the effectiveness of the current staff performance appraisal system

	N	Min	Max	Mean	Std. Dev
Provide feedback to the employees for their overall progress within the organization	237	1	5	3.92	1.126
It should be provided on a continuous basis- daily, weekly or monthly reviews	237	1	5	4.70	1.168
Have continuous efforts geared towards improving performance of the organization	237	1	5	4.94	1.011
Make their job much easier by providing all the required inputs	237	1	5	4.03	1.108
Ensure that people are motivated to contribute important inputs to the organization	237	1	5	4.13	1.120

Encourage team work in order to improve performance	237	1	5	4.12	1.157
Top management support for continuous improvement of the whole process should be emphasized	237	1	5	4.03	1.057
The level of managerial competence should be emphasized	237	1	5	4.08	.984
There should be assignment of tasks to staff with the necessary qualifications	237	1	5	4.02	1.103
AVERAGE MEAN				**4.21**	

Source: Primary Data, 2017

From Table 9, the average mean of 4.21 meant that most of the respondents agreed with the issues about the strategies that can be used to improve the effectiveness of the current staff performance appraisal system. This is in line with Gupta & Upadhyay, (2012), who said that the employees have a right to know how they are progressing within the organization in carrying out their duties, tasks and responsibilities through provision of feedback.

The findings further revealed that provision of feedback to the employees for their overall progress within the organization with a mean of 3.92. There is need to encourage team work in order to improve performance with mean of 4.12, ensure that people are motivated to contribute important inputs to the organization with mean of 4.13. The level of managerial competence should be emphasized with mean of 4.08, make their job much easier by providing all the required inputs with mean of 4.03 and there should be assignment of tasks to staff with the necessary qualifications with mean of 4.02. It should be provided on a continuous basis- daily, weekly or monthly reviews with mean 4.70 and have continuous efforts geared towards improving performance of the organization with 4.94. The above findings on the strategies of improving the effective current performance appraisal system revealed that that most of the scenarios that were raised are important for the betterment of the organization most especially Uganda Prisons Services. These strategies are important for paving way to employees in order to improve performance. Therefore, the higher

standard deviation showed that the individual responses, on average were a little over one point away from the mean.

CHAPTER FIVE

FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0   Introduction

This chapter provides a summary of the findings, discussion of findings in relation to the available literature as well as providing conclusion based on the objectives. The chapter also suggests recommendations based on findings and identifies the gap that the researcher realized in handling this research that requires other researchers to find out in the stipulated area of further study. The objectives that guided the study included to examine the forms of staff performance appraisal system, to analyze the challenges facing the effectiveness of the current staff performance appraisal system and to find out the strategies that can be used to improve effectiveness of the current staff performance appraisal system in the Uganda Prisons Service.

5.1 Summary of findings

5.1.1 The forms of staff performance appraisal system

The average mean of 4.26, meant that that majority of the respondents strongly agreed with issues that were raised on forms of staff performance appraisal system in Uganda Prisons Service. This further discovered that the disadvantage of critical incident evaluation techniques is the tendency to record only negative incidents instead of positive ones. This requires the assessor to record statements that describe good and bad job-related behavior exhibited by the employee. Its assessments are difficult because they require ongoing, close observation and because they do not lend themselves to standardization and are time consuming. The study revealed that just as Nelson and Quick, (2002) indicated that the opportunity to participate in the performance-appraisal process that is particularly combined with goal setting, improves the rates motivation and reduces employee's defensiveness during the appraisal interview. Therefore, self-appraisal tends to be more lenient, less variable, more biased and shows less agreement with the judgments of others. Using self-evaluations in performance feedback is reported to lead to more constructive evaluation interviews, less defensiveness during the appraisal process and an even higher level of commitment to organizational goals. Therefore, designing an individualized balanced scorecard for an organization and deciding what metrics to use starts off with a clarification of the organization's strategy by top management and linking it to the vision and mission (Neeti, Santosh, 2015).

5.1.2 The challenges facing the effectiveness of the current staff performance appraisal system

According to the findings of the study, the majority of the respondents agreed on the challenges facing the effectiveness of the current staff performance appraisal system as evidenced by the average mean of 4.11. This is supported by the statement that there is negative attitude or response from employees, performance appraisal system is believed to be an expensive process, appraisers

normally tend to have pre-determined perceptions towards the appraisee, and tendency for an impression created in one area to influence opinion in another area is too much, Supervisors and employees generally have negative attitudes towards each other and the whole appraisal process. This has been observed that matching both rewards as a result of employee's performance in an organization will commit employees more to the performance appraisal process (Sole, 2009) and showing them that the completion of the performance targets and objectives will affect them directly (Prowse, 2009). However, Wiese & Buckley (2008) said that there is confusion as the goals of the manager and the organization are conflicting. If the manager is concerned with his own image and doesn't want to give negative rating, then this is differing from what the organization wants. Cardy (2008) describes the appraisal process as "a difficult and error-ridden task." However, Cardy also points out that it is an important task that affects both the individual and the organization. DeNisi & Williams, 2008) stated that those supervisors often apply different standards with different employees which results in inconsistent, unreliable and invalid evaluations. The study revealed that Inter-rater reliability are very low between managers at any organization. What one manager considers being acceptable performance, another may consider not meeting expectations. This can be a challenge for any organization and is made more of a challenge in situations where the criteria used are subjective and not based on any measurable performance outcomes (DeNisi, A. & Pritchard, R, 2006).

5.1.3 Strategies to improve effectiveness of the current staff performance appraisal system

The average mean of 4.19 meant that most of the respondents agreed with the strategies that can be used to improve the effectiveness of the current staff performance appraisal system. This further revealed that feedback leaves room for improved competitive positioning, if it is done, there is the high possibility of this feedback raising an inner drive within the employee and motivating him to

do more or increase his level of commitment to the organization lead to an improved and better competitive positioning for an organization (Roberson & Stewart, 2006). In order for performance appraisal to be improved, the manager should be prepared adequately before conducting a performance appraisal interview. Booz and Company (2009) said that incentives and rewards must be aligned to objectives throughout the organization in order to promote and reinforce desired ways of working. It is, therefore, important that employees receive a level of pay and conditions that they perceive to be fair and adequate for their role. Therefore, aligning compensation to employee performance will have an impact on staff performance and should form part of a coherent performance management regime (Zakaria, Zainal & Nasurdin, 2012).

5.2 Conclusion

The results of the study provide that employees have a better perception about performance appraisal. This also reveals that respondents think that performance appraisal outcomes are accurate and significant towards employee performance. In addition, the study outcomes also reflect that performance appraisal impacts performance level of employees in organizations. Individual potential of the employees is considered for effective functions. Based on the findings of the study some valuable suggestions have been offered. It is hoped that the findings and suggestions will be useful in improving the existing employee performance annual appraisal system.

The findings of the research have shown that the Performance Appraisal system in the organization does contain many of the important elements that make the system effective, but these elements are intermittent and not present in every appraisal that is carried out. The analysis of the survey responses has revealed that according to the employees, Performance Appraisal is effective. They system is a worthwhile tool since it motivates staff and improves their performance. The organizations appraisal also includes the vast majority of effective performance appraisal

objectives. Staff performance appraisal system is necessary to the industry to achieve the goals of the industry. It is the duty of every organization to give proper training and improve the efficiency of the employees in a better way. Employees are considered as the valuable assets of all organizations.

5.3   Recommendations

Based on the findings from this study, the following recommendations are suggested for consideration to enhance the effectiveness of the performance appraisal system;

Uganda Prisons Service should make sure that all the forms of performance appraisal that are considered for use in the organization should be fully implemented for effective assessment of the employees in the organization.

Uganda Prisons Service should put in place avenues for continuous improvement of performance appraisal systems carried out on regular basis.

Uganda Prisons Service should open up feedback channels to hear the views of the appraisee and their input should be taken note for improvement of the appraisal system.

Uganda Prisons Service should come up with more strategies that can be used to improve on the effectiveness of performance appraisal system. Based on the findings of the study, the implemented for better employee appraisal.

5.4   Areas of further research

Having carried out the research study on the improving the current staff performance appraisal system in Uganda prison service, the research therefore recommends areas of further research as follows,

- The effect of hallo effect on employee retention in Uganda Prison Service.

- The role of feedback mechanism on the performance of staff in Uganda Prison Service.

- The influence of performance appraisal system on employee performance Uganda prison service

5.5   Limitations

The uniqueness of the environment in the security agencies such as Prisons makes it hard to have information that is applicable to agencies or organizations outside of the security echelons.

Non-responses and incomplete questionnaires by some of the respondents, while others were retrieved far later than the required time.

Negativity of the respondents on research objective and lack of motivation to provide the necessary information, led to denial of important information, which is likely to affect the accuracy of the research outcomes. Some respondents just had reservations and biasness on the research itself.

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APPENDIX I: QUESTIONNAIRE

MAKERERE UNIVERSITY BUSINESS SCHOOL

IMPROVING THE CURRENT STAFF PERFORMANCE APPRAISAL SYSTEM AS A MANAGEMENT TOOL IN THE UGANDA PRISONS SERVICE.

Dear Respondent,

I am a student of Master of Business Administration (MBA) of Makerere University. I am collecting data for my research. The objective of the study is to examine the forms of performance appraisal system, challenges and the strategies to improve the current staff performance appraisal system as a management tool in the Uganda Prisons Service. You have been identified as a key informant to give accurate data about the study. The study is purely academic and data provided shall be treated with confidentiality. Please kindly spare time of about **10-20** minutes to answer the questions and provide the required information.

SECTION A: BACKGROUND INFORMATION (Tick on the most appropriate)

1. Gender: Male   ☐ 1   Female   ☐ 2

2. State your age bracket

20-25years	25-30 years	30-35years	Above 35years
1	2	3	4

3. Academic qualification

Certificate	Diploma	Bachelor Degree	Post Graduate Diploma	Master's Degree	PhD

1	2	3	4	5	6

4. State the years you have been in the organisation

0-5 years	6-10 years	11-15 yrs	Above 16 yrs

SECTION B: FORMS OF STAFF PERFORMANCE APPRAISAL SYSTEM IN THE UGANDA PRISONS SERVICE

Please indicate the extent to which you agree or disagree with the following statements by ticking (√) or circling the appropriate number as provided below:

Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree
1	2	3	4	5

A	FORMS OF STAFF PERFORMANCE APPRAISAL SYSTEM	SCORES				
1	Uganda prisons services uses critical incident appraisal to record employee's effective and ineffective behavior.	1	2	3	4	5
2	The organization has individual files and formally records the incidents that occurred over the time period.	1	2	3	4	5
3	The organization has the assessor who records statements that describe good and bad job-related behavior of employee.	1	2	3	4	5
4	The organization has work standards methods that show certain jobs in an effective way of evaluating employees.	1	2	3	4	5
5	The organization uses ranking methods of appraisal based on the value of the officer in charge	1	2	3	4	5
6	The organization chooses the least valuable employee and puts that name at the bottom of the list	1	2	3	4	5
7	The organization uses self-appraisal methods lenient which is less variable, more biased	1	2	3	4	5

8	In the organization self-appraisal methods encourages judgments of others.	1	2	3	4	5

#SECTION C: THE CHALLENGES FACING THE EFFECTIVENESS OF THE CURRENT STAFF PERFORMANCE APPRAISAL SYSTEM

Please indicate the extent to which you agree or disagree with the following statements by ticking (√) or circling the appropriate number as provided below:

Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree				
1	2	3	4	5				
	The challenges facing the effectiveness of the current staff performance appraisal system	**SCORES**						
1	There is negative attitude or response from employees	1	2	3	4	5
2	Performance appraisal system is believed to be an expensive process	1	2	3	4	5
3	Evaluations are subjectively based on biasness	1	2	3	4	5
4	Feedback mechanisms allow cross-validation via multiple raters	1	2	3	4	5
5	There is increased level of discouragement	1	2	3	4	5
6	Appraisers normally tend to have pre-determined perceptions towards the Appraisee.	1	2	3	4	5
7	Supervisors and employees generally have negative attitudes towards each other and the whole appraisal process	1	2	3	4	5
8	The level of 'hallo effect'(i.e. the tendency for an impression created in one area to influence opinion in another area) is too much	1	2	3	4	5
9	Inter-rater reliability is generally very low between Supervisors at the organization.	1	2	3	4	5

SECTION D: THE STRATEGIES THAT CAN BE USED TO IMPROVE THE EFFECTIVENESS OF THE CURRENT STAFF PERFORMANCE APPRAISAL SYSTEM

Please indicate the extent to which you agree or disagree with the following statements by ticking (√) or circling the appropriate number as provided below:

C	STRATEGIES FOR IMPROVING STAFF PERFORMANCE APPRAISAL SYSTEM IN UPS	SCORES				
1	Provide feedback to the employees for their overall progress within the organization.	1	2	3	4	5
2	It should be provided on a continuous basis- daily, weekly or monthly reviews	1	2	3	4	5
3	Have continuous efforts geared towards improving performance of the organization	1	2	3	4	5
4	Make their job much easier by providing all the required inputs.	1	2	3	4	5
5	Ensure that people are motivated to contribute important inputs to the organization	1	2	3	4	5
6	Encourage team work in order to improve performance	1	2	3	4	5
8	Top management support for continuous improvement of the whole process should be emphasized	1	2	3	4	5
10	The level of managerial competence should be emphasized	1	2	3	4	5
11	There should be assignment of tasks to staff with the necessary qualifications.	1	2	3	4	5

Thank you so much for your invaluable input.