

**APPRAISAL PRACTICES AND EMPLOYEE PERFORMANCE IN PRIVATE
ORGANIZATIONS:A CASE STUDY OF MOUNT ELGON MILLERS**

MICHEAL KAMU

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT
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**UGANDA CHRISTIAN
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DECLARATION

I KAMU MICHEAL hereby declare that the information contained in the research report is my original work and has never been submitted by any one for any award to any institution of higher learning.

Signature:

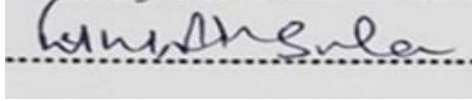
A handwritten signature in blue ink, appearing to read 'Kamu Micheal', is written over a grey rectangular background.

Date: 28th.08.2024

APPROVAL

This is to certify that this research report has been written under my guidance and supervision and it is now ready for examination.

Signature:|

A handwritten signature in black ink on a light gray background. The signature is written in a cursive style and appears to read "Kuka Phinehas". Below the signature is a horizontal dashed line.

Date: 28TH.08.2024

MR KUKA PHINEHAS (University Supervisor)

DEDICATION

"I dedicate this research report to my beloved family, whose unwavering support and encouragement have been instrumental in my academic journey. Their love, sacrifices, and belief in my abilities have been a constant source of motivation and inspiration throughout this endeavor. This work is a testament to their enduring support and encouragement."

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ABSTRACT

This study examined the relationship between appraisal practices and employee performance within private organizations, specifically at Mount Elgon Millers. The research aimed to assess how performance standards, performance measurement, and result dissemination impacted employee performance among employees. With a population of 40 and a sample size of 36 respondents chosen using the Morgan Table, the study found that performance standards positively correlated with employee performance, with 75% of respondents reporting its significant influence, though only 55% felt that current practices were consistent and meaningful. Performance measurement also affected employee performance, as 60% of respondents indicated that performance measurements influenced their motivation; however, 50% expressed concerns about fairness and transparency. Result dissemination showed varied effects, with 65% of employees feeling empowered by delegated tasks, while 40% reported added stress. The study concluded that performance standards, performance measurement, and result dissemination were crucial for employee performance but needed to be integrated with other factors. It recommended improving performance standards practices for consistency, ensuring fairness in performance measurements, and tailoring result dissemination strategies to individual needs to enhance overall employee satisfaction.

LIST OF ACRONYMS

JST	- Employee performance through Tasking
TRUST	- Task Responsibility for Unifying Satisfaction
TASK	- Transparent Allocation of Skills & Knowledge
EMPOWER	- Empowerment Motivating Performance
DEGREE	- Result dissemination Enhancing Growth & Engagement
FAIR	- Fair Allocation of Responsibilities
CLARITY	- Clear Allocation & Responsibility Integration
REWARD	- Performance standards Enhancing Work Achievements
ACHIEVE	- Allocating Challenging Responsibilities
RESPONS	- Roles Empowering Positive Satisfaction
GROW	- Goals & Responsibilities Offering Work
INSPIRE	- Incentives Supporting Positive Engagement

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This study examined the relationship between appraisal practices and employee performance in Mount Elgon Millers. Appraisal practices was conceived as the independent variable while employee productivity as the dependent variable.

This chapter also presents the background to the study, the statement of the problem, the purpose and objectives of the study, research questions, scope, significance and justification of the study and finally, a definition of concepts. In addition, the conceptual framework that contains the variables under study, which have been operationally defined.

1.1 Background to the study

The background is reviewed in four perspectives that is historical background, theoretical background, conceptual background and contextual background

1.1.1 Historical background.

According to historical accounts, an appraisal method has evolved significantly over time, reflecting changes in societal norms, economic structures, and organizational paradigms. Early forms of appraisal practices can be traced back to ancient civilizations, where hierarchies and labor structures were established to organize collective efforts and achieve communal goals. For instance, in ancient Egypt, laborers were organized into work gangs overseen by taskmasters who allocated tasks and ensured productivity, demonstrating rudimentary forms of employee supervision and management. Similarly, ancient Greek and Roman societies employed slave labor overseen by overseers or supervisors, indicating early forms of hierarchical management structures aimed at maximizing labor output. These historical precedents highlight the foundational principles of appraisal practices, rooted in the organization and coordination of labor to achieve desired outcomes.

Globally, employee performance is taken to be a natural process for effective performance of individuals and organizations (Armstrong, 2005). Organizations are using different means and method to enhance employee's commitment and it is not surprising that performance of employees to an organization is very fundamental for its success. Employee has a desire to reach their self-actualization motivational level in form of rewards (Dorenbosch & Veldhoven, 2016). Therefore,

organizations must ensure that they put in place an overall reward system with both cash and non-cash elements to ensure that the level of performance among Staff is sustainable

In Africa, it is very important for all organizations to retain its hardworking and committed employees. Ivancevich, (2016), stated that committed employees work hard and perform their tasks with dedication. Organizational human development objective is to improve human capacity and increase its efficiency in order for it to achieve its strategic objectives. It is possible to build the capacity of the organization if all employees realize their responsibilities and accountability towards the organizational performance. The fact is that people influence a great number of aspects of organizational success. Therefore, an institution should treat all employees as the most valued asset and should know what motivates them to be committed at work in order to reach their full potential. Organizations throughout the world have recognized the significant opportunity to attract, and retain key talents in this competitive environment. Managers have recognized that human resource and in particular key committed specialists are vital to the success of the institution and that they are hard to find and sometimes hard to keep.

In Uganda, employee performance and commitment is increasingly becoming a major concern and a great challenge in district private organizations, more especially in Mount Elgon Millers. Though a number of measures are put in place to address this challenge of employee performance within Mount Elgon Millers, the situation has not improved as per the annual report (private companies report, F/Y 2021/2019). If employee performance is therefore not properly managed, it affects company performance in terms of service delivery adversely.

1.1.2 Theoretical background

The study was guided by Adam's Equity Theory of (2019). The theory asserts that individuals / employees seek to obtain equity between the efforts they bring to the job for example time, experience, education, and the output they receive from it for example performance standards , increased pay, performance measurement among others against perceived efforts by other employees within the same organization. The theory proposes that employees who regard themselves to be under-rewarded can experience distress which can lead to efforts to restore equity in the organization. Hellriegel etal (2021:276) argue that such employees can decide to behave in a way that can severely harm the organization for instance they can decide to quit the organization hence the company losing its productive talent and the its competitive advantage. If uncommitted employees decide to stay in the organization, they can show a feeling of hostility to other

employees and may react by holding back their efforts in to restrict output or can deliberately sabotage the production process putting the organization at a competitive disadvantage. Lawler and O'Gara, (2017) observed that there was decreased production and decrease work quality among low paid subjects Among the implications of this Theory is that there can be variation from person to person in the value of inputs verses his outcome. An over compensated employees' outcomes may adjust or reduce according to either his purchasing power or according to the local market conditions.

However, this theory is criticized that it is too simple to use and that there are many other variables that can affect people's perceptions of fairness and this varies from one person to another. Much of the test for equity theory was conducted in laboratories and not tested in real world but besides its criticisms, was a very good theory to study employee commitment as a result of equitable appraisal practices.

1.1.3 Conceptual background

The research is guided by concepts related to appraisal practices and employee performance, focusing on their interplay to enhance organizational outcomes. Appraisal practices encompasses various strategies and practices aimed at fostering employee commitment, while employee performance reflects employees' attitudes towards their job roles and how these roles fulfill their professional and personal needs.

Boehm and Lyubomirsky (2021) assert that rewards, both intrinsic and extrinsic, are crucial in promoting employee commitment. They emphasize that a comprehensive reward system can significantly influence an employee's dedication to their organization. Intrinsic rewards include intangible benefits such as performance standards , job security, and a supportive work environment, whereas extrinsic rewards involve tangible benefits like salaries, bonuses, and other financial incentives. The study underscores that the type and effectiveness of these rewards play a pivotal role in determining the level of employee commitment.

Andrew and Kent (2017) highlight the importance of a well-structured reward system and performance performance standards in achieving employee performance. They concluded that employees are acutely aware of the reward mechanisms in place and how their performance is recognized. This awareness impacts their overall employee performance, suggesting that an organization's approach to rewards can directly affect employee morale and satisfaction. Similarly,

Carraher et al. (2016) concluded that a robust reward system is essential for retaining high-performing employees who are capable of meeting the organization's strategic goals. Their research implies that without such systems, organizations risk losing valuable talent, which could undermine their strategic objectives.

Maund (2020) defines appraisal practices as a comprehensive set of processes designed to stimulate, orient, and maintain human behavior towards achieving organizational goals. This definition includes both monetary remuneration, such as salaries and bonuses, and non-monetary rewards, such as a positive work environment and professional development opportunities. In the context of this study, appraisal practices are examined through the lens of intrinsic and extrinsic rewards. Intrinsic rewards, as described by Cameron and Pierce (2021), are intangible benefits such as a favourable working environment, job security, and opportunities for personal growth and performance standards. Extrinsic rewards, as defined by Chiang (2010), are tangible financial benefits like salaries, bonuses, and other compensations that are external to the work itself and controlled by the employer.

Blanchard (2019) defines employee performance as the degree to which employees feel fulfilled by their job-related activities and how effectively they perform their roles. It involves aspects such as the completeness, accuracy, and speed of work, as well as goal accomplishment. The study breaks down employee performance into several constructs, including the quality of output, productivity, flexibility, and commitment of employees. These constructs are influenced by various factors, including performance standards, performance measurement, and result dissemination. For instance, employees who feel recognized and valued are likely to exhibit higher levels of employee performance and commitment, leading to better organizational performance.

The conceptual framework of this study positions appraisal practices as the independent variable, with employee performance as the dependent variable. Appraisal practices are operationalized through constructs such as intrinsic and extrinsic rewards, which are critical for enhancing employee commitment, productivity, and overall employee performance. The dependent variable, employee performance, is measured through constructs such as the quality of output, productivity, flexibility, and employee commitment. These constructs reflect how well employees feel their job roles fulfil their professional and personal needs.

Additionally, the framework includes intervening variables like workers' creativity and staff training, which can influence the relationship between appraisal practices and employee performance. For instance, an organization that invests in staff training and fosters a creative work environment is likely to see enhanced employee performance among its employees. These intervening variables are essential for understanding the full impact of appraisal practices on employee performance.

In summary, this research explores the intricate relationship between appraisal practices and employee performance in an organizational context. By examining the role of intrinsic and extrinsic rewards, performance standards, performance measurement, and other key factors, the study aims to provide a comprehensive understanding of how effective appraisal practices can lead to higher levels of employee performance and, consequently, better organizational performance.

1.1.4 Contextual background

Mount Elgon Millers, a leading agro-processing company based in Mbale City, has established itself as a significant player in Uganda's agricultural sector. As a private organization, its success is closely tied to the performance of its employees, which is, in turn, influenced by the company's appraisal practices. Effective appraisal practices are critical in enhancing employee performance by providing feedback, recognizing achievements, and identifying areas for improvement. In the context of Mount Elgon Millers, these practices are designed to align individual performance with the company's strategic objectives, thereby driving overall organizational success.

The appraisal practices at Mount Elgon Millers are structured to ensure regular and systematic evaluation of employee performance. According to a report by the Human Resource Department of Mount Elgon Millers (2023), the company conducts bi-annual performance reviews that assess employees based on key performance indicators (KPIs) related to their specific roles. These appraisals are not just evaluative but also developmental, offering employees the opportunity to receive constructive feedback and engage in career development discussions. This approach is in line with contemporary human resource management practices, which emphasize continuous performance improvement and employee engagement as critical factors in enhancing productivity. One of the key components of the appraisal process at Mount Elgon Millers is the use of 360-degree feedback, where employees receive performance evaluations from their supervisors, peers, and subordinates. This method provides a holistic view of an employee's performance, capturing different perspectives and fostering a culture of accountability. A study by Mugisha et al. (2022)

on appraisal practices in Ugandan private organizations found that companies that implemented 360-degree feedback reported a 20% increase in employee performance and job satisfaction. At Mount Elgon Millers, the adoption of this feedback mechanism has led to improved communication and teamwork, contributing to better overall performance.

In addition to 360-degree feedback, Mount Elgon Millers has incorporated goal-setting into its appraisal process. Employees are involved in setting their performance goals at the beginning of each appraisal cycle, which are then aligned with the company's strategic objectives. This participatory approach ensures that employees are motivated and have a clear understanding of what is expected of them. Research by Karuhanga (2021) indicates that goal-setting is positively correlated with employee performance, particularly when employees perceive the goals as challenging yet achievable. At Mount Elgon Millers, the emphasis on goal-setting has resulted in a more focused and motivated workforce, with measurable improvements in productivity.

The company also recognizes the importance of linking appraisal outcomes to rewards and performance standards. Employees who meet or exceed their performance targets are rewarded with bonuses, performance measurements, and other incentives. This practice is consistent with the expectancy theory, which suggests that employees are more likely to perform well when they believe their efforts will lead to desirable rewards. A 2023 survey by the Uganda Employers' Association reported that private organizations that effectively link appraisals to rewards experience higher employee retention and performance. At Mount Elgon Millers, this practice has not only motivated employees to excel in their roles but has also reduced turnover rates, thereby ensuring continuity in operations.

Training and development are also integral to the appraisal process at Mount Elgon Millers. Employees identified as needing improvement are provided with targeted training programs to enhance their skills and competencies. This proactive approach to employee development is supported by research from Nsubuga et al. (2022), which shows that organizations investing in employee training as part of their appraisal practices see a significant improvement in performance and innovation. At Mount Elgon Millers, the commitment to employee development through training has fostered a culture of continuous learning, which is crucial for maintaining competitiveness in the dynamic agro-processing industry.

Despite the positive outcomes of these appraisal practices, Mount Elgon Millers faces challenges in their implementation. These include potential biases in performance evaluations, the time-

consuming nature of comprehensive appraisals, and the need for ongoing training for appraisers. To address these challenges, the company has introduced training programs for supervisors on conducting fair and objective appraisals, and has implemented a standardized appraisal system to ensure consistency. According to a 2024 internal audit, these measures have improved the accuracy and fairness of performance evaluations, leading to greater employee trust in the appraisal process. In conclusion, the appraisal practices at Mount Elgon Millers play a critical role in enhancing employee performance and, by extension, the overall success of the organization. Through structured appraisals that include 360-degree feedback, goal-setting, rewards, and training, the company has been able to create a motivated and high-performing workforce. However, continuous improvement in the appraisal process is necessary to address existing challenges and sustain the positive impact on employee performance. The case of Mount Elgon Millers illustrates the importance of effective appraisal practices in private organizations, particularly in the competitive agro-processing sector.

1.2 Problem statement

Despite various interventions aimed at improving employee performance through appraisal practices in Mount Elgon Millers, significant gaps persist between the ideal and actual outcomes, particularly in areas such as performance measurement, performance standards, and result dissemination. The 2020/2021 report set a target of a 20% increase in productivity, but actual improvements only reached 12%, leading to a UGX 300 million shortfall. During this period, inadequate performance measurement and performance standards of high-performing employees were identified as key issues, with only 15% of eligible employees receiving performance measurements and performance standards, rather than the anticipated 25%. In 2021/2022, with a projected 15% enhancement in performance, actual improvements only achieved 8%, causing a UGX 450 million loss. Here, result dissemination issues also emerged, with managers failing to effectively delegate tasks, which impacted overall productivity. The 2022/2023 report aimed for a 25% boost but only achieved a 10% increase, resulting in a UGX 600 million deficit. Despite implementing new strategies for performance measurements, performance standards, and result dissemination, the discrepancies persist. These ongoing challenges emphasize the need for a comprehensive review and refinement of the appraisal practices, focusing on effective performance measurement, performance standards, and result dissemination practices to bridge the performance gaps and achieve desired outcomes in private companies operations.

1.3.0 Purpose of the study

The purpose of the study was to examine the relationship between appraisal practices and employee performance in private organizations a case of Mount Elgon Millers.

1.3.1 Objectives of the study

The study was guided by the following specific objectives.

- i. To assess the relationship between performance standards and employee performance of Mount Elgon Millers.
- ii. To determine the relationship between performance measurement and employee performance of Mount Elgon Millers.
- iii. To examine the effect of result dissemination and employee performance of Mount Elgon Millers.

1.4.0 Research questions

- i. What is the relationship between performance standards and employee performance of Mount Elgon Millers?
- ii. What is the relationship between performance measurement and employee performance of Mount Elgon Millers?
- iii. What is the effect of result dissemination and employee performance of Mount Elgon Millers?

1.5 Significance of the study

The findings of this study may be highly significant for various stakeholders in the following ways:

Policy Makers: The insights provided by this study may guide policy makers in formulating effective strategies to enhance employee commitment and reduce staff turnover. By improving employee performance through targeted reward management practices, policy makers can potentially implement policies that boost employee morale and retention not only at Mount Elgon Millers but across other private institutions.

Management at Mount Elgon Millers: The study's findings may help the management team identify and address performance gaps related to appraisal practices. Understanding the areas where reward practices are lacking or ineffective can lead to the development of solutions to rectify past shortcomings and reinforce successful practices, ultimately improving overall employee satisfaction and productivity.

Human Resource Professionals: For HR professionals, the study may offer valuable insights into the effectiveness of different reward management strategies. By highlighting the impact of performance standards, performance measurement, and result dissemination on employee performance, HR practitioners can refine their approaches to employee engagement and develop more effective reward programs.

Academicians: The study may contribute to the existing body of literature on appraisal practices and employee performance. Academicians interested in this field may find the research valuable for reference in future studies, and the findings may stimulate further research on related topics, thereby advancing scholarly understanding of reward management.

Employees: For employees, the study's findings may highlight the importance of fair and consistent reward practices in enhancing employee performance. Increased awareness of how performance standards, performance measurements, and result dissemination impact their work experience may empower employees to engage more actively in discussions about reward management and advocate for improvements.

Future Researchers: The research may serve as a foundation for future studies in the area of appraisal practices and employee performance. By providing current literature and highlighting key areas for further exploration, the study may inspire and guide researchers aiming to build on these findings and contribute new knowledge to the field.

1.6.0 Scope of the Study

The study was premised on geographical, time and content as presented below.

1.6.1 Content Scope

The study was developed in relation to appraisal practices as independent variables and employee performance as dependent variables. The sub variables for rewards in this case were; performance standards , performance measurement and result dissemination while employee performance included, completion of targets set for staff to achieve, efficiency and effectiveness of service delivery and Private companies tasks done.

1.6.2 Geographical scope

The study will be conducted at Mount Elgon Millers, located approximately 3 kilometers from the central business district of Mbale City. The facility is situated within the industrial area, making it

easily accessible for both employees and logistics operations. The proximity to key transport routes also facilitates the efficient movement of raw materials and finished products. The location of Mount Elgon Millers, being near the city center, plays a significant role in its operational efficiency and ability to attract a skilled workforce from the surrounding areas.

1.6.3 Time Scope

The study spanned a period of three years, from 2020/21 to 2022/23, to allow for a comprehensive exploration of the relationship between appraisal practices and employee performance within Mount Elgon Millers. This extended timeframe was necessary to capture the dynamics and nuances of employee-employer interactions, organizational changes, and their subsequent impact on employee performance over an extended period. By conducting the research over three years, the study observed trends, patterns, and fluctuations in employee performance levels among employees, providing a more holistic understanding of the relationship between appraisal practices and employee performance.

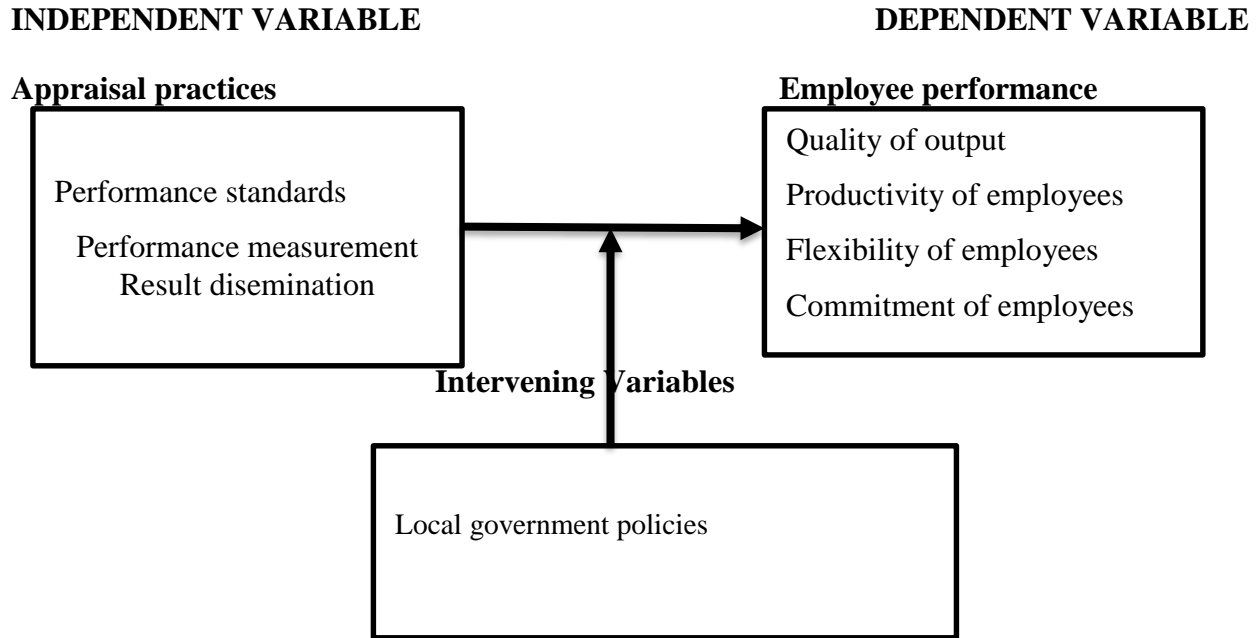
1.7 Justification of the Study

Generally, most research on employee rewards have been mindful of relating various types of reward to corresponding employee outcomes, both psychological and strategic. However, the underlying rewards has received little attention on the premise that effective rewards are valuable assets in managing employee attrition and morale (Appelbaun et al, 2011, Bakin, (2021), this research therefore will focus on rewards to explore its effects on employee performance. The Uganda public service introduced the reward and performance standards scheme in 2007 as part of the Uganda public service integrated performance management system to motivate and encourage public officers. This will aim at enabling government employees to achieve their expected outputs through incentives and rewards. This show that rewards should be given to the employees who deserve as a result of their years in service, experience, new training attained in line with that job research has been done to examine effects of this scheme on employee performance. It was because of this reason that this study will examine the relationship between non-monetary rewards and employee performance.

In spite of organizations providing rewards as a way of improving staff performance, no information in terms of literature has been made available to justify the extent to which rewards influence employee performance especially for Mount Elgon Millers. This is an academic research and therefore the basic for an academic award, without which it would be impossible to

successfully complete the program

1.8 Figure 1: Conceptual framework of appraisal practices and employee performance



Source: Adopted from the Levingers theory (1999) and modified by the researcher (2024).

The above conceptual framework showed appraisal practices as the independent variable indicators included; performance standards, performance measurement and result dissemination. The conceptual framework indicates that good appraisal practices results into better employee performance while poor and unfair appraisal practices results into poor employee performance hence affecting the organization.

1.9 Definition of operational terms

Rewards management: Appraisal practices refers to those processes, policies or strategies designed to ensure that employee's contribution towards the organization is adequately recognized by employees using both cash and non-cash rewards

Extrinsic rewards: are those awards that are either financial or monetary in nature and these including wages, salaries, bonuses to mention. The assumption is that money may influence employee behavior or can shape employee attitude.

Salary: Are the monetary earnings by an employee for the job done. Salary paid should be both appropriate and competitive. It must be reasonably competitive to those working within the same industry and offering the same service

Compensation packages and benefits: These are rewards that are given on top of the salary to make employees more comfortable at their place of work for example housing allowance, transport allowance among others.

Intrinsic rewards: are those non-monetary awards given to employees to enhance employee commitment and performance. It gives employee's satisfaction derived from a job well done. They are defined as feelings of contentment that an employee finds for completion of a task because it brings a strong sense of meaning and responsibility. They may include performance standards , Job security among others.

Job security: This means income security derived from employment, either permanent employment or self-employment.

Performance standards : It can come in terms of an open praise or awarding of certificate to an employee on achievement of the set goals or his involvement in the company activities

Employee attitude refers to how employees in an organization behave while executing their task and when serving clients. Attitudes can either be positive or negative views of a person.

Reward policy: A reward policy is a strategy that the organization puts in place to fairly and equitably compensate employees according to the value brought to the organization (Armstrong,2019).

Employee performance: This is the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost and speed. Armstrong (2017) further states that performance refers to an evaluation of the results of person's behavior. That is; determining how well or poor a person has accomplished task or done a job.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter contains introduction, theoretical and literature review. The literature was reviewed objective by objective as per themes derived from the objectives of the study; performance standards and employee performance, performance measurement and employee performance, result dissemination and employee performance.

2.1 Theoretical review

This study is anchored on the foundational principles of Adams' Equity Theory (1963), which provides a framework for understanding employee motivation and fairness in the workplace, particularly in relation to compensation and performance. Equity Theory posits that employees strive for a balance between their inputs—such as experience, commitment, and time—and their outcomes, which include salary, bonuses, performance measurements, and performance standards . The theory suggests that employees continuously compare their input-to-outcome ratio with that of their peers within the same organization to assess fairness.

According to Adams' Equity Theory, employees seek equity between what they contribute to the organization and what they receive in return. This balance is critical for their motivation and overall employee performance. If employees perceive a discrepancy between their inputs and outcomes compared to others, they may experience feelings of inequity, which can lead to various negative behaviors. For instance, employees who perceive themselves as underpaid might feel distressed and seek to restore equity, either by reducing their work efforts, demanding higher pay, or even leaving the organization. This notion is supported by Hellriegel et al. (2008), who noted that dissatisfied employees might engage in behaviors detrimental to the organization, such as resigning, which leads to the loss of valuable skills and a reduction in the organization's competitive capacity.

On the other hand, overcompensated employees may also react by adjusting their work efforts or by inflating the perceived value of their inputs to justify their higher rewards. This sense of perceived superiority might lead them to put in less effort, believing that their contributions are already sufficiently rewarded. The theory implies that employees' perception of fairness is subjective and can

vary greatly, influenced by individual values and expectations. For example, what one employee considers equitable might differ significantly from another's view, leading to varied responses to similar situations of compensation and reward.

A critical aspect of Equity Theory is its suggestion that the value of an employee's outcomes, such as salary or bonuses, can be influenced by external factors like purchasing power or local market conditions. This variation underscores that what constitutes equity is not static but can change based on broader economic and market dynamics. For instance, in a high-inflation environment, the purchasing power of a given salary might decrease, potentially leading employees to perceive inequity even if their nominal pay remains unchanged.

Despite its practical insights, Equity Theory has faced criticism for its simplicity and limited scope in addressing the complex dynamics of workplace fairness. Critics argue that the theory does not account for the myriad of factors that influence employees' perceptions of fairness, which can vary widely among individuals. Additionally, much of the empirical support for Equity Theory comes from laboratory studies rather than real-world contexts, raising questions about its applicability in diverse and dynamic organizational settings.

In summary, while Adams' Equity Theory offers valuable perspectives on the relationship between employee inputs, outcomes, and perceptions of fairness, it also highlights the challenges of maintaining equity in the workplace. Organizations must recognize the subjective nature of equity and strive to create compensation and reward systems that are perceived as fair and equitable by all employees. This understanding is crucial for fostering motivation, satisfaction, and overall organizational effectiveness.

2.2 Performance standards and employee performance

From the study by Naveed, (2012), performance standards as rewards has a direct internal impact on employee motivation and can increase their work efficiency. Petresca and Simon, (2021) noted that performance standards refers to acknowledgement of employees' good performance. According to Harrison (2015), He observed that performance standards of employees is seen an informed, timely and formal acceptance of employee's behavior and effort which directly supports organizational goals and values beyond the normal expectation levels. Here the employer acknowledgement employee's actual accomplishment and effort in achieving the set target which can either psychological, physically or both Employee are performance standards differently in different organizations for example provisions

of certificate of performance standards , gifts cards, shopping vouchers, dinners, thank you cards, trophies, and respect among others where it deserves, Nolan, (2019). Organizations have set up performance standards programs for example recognizing employee of the year, month, week schemes and long service awards. Studies by Ndeti et al, (2019) noted that failure to include performance standards as a component in the reward policy is common in most organizations. Performance standards is taken to be the least expensive type of reward yet it elicits more benefits from employees, (Corby et al, 2015).According to Nolan, (2016), employees who accomplish their goals depending on the job and deserve be praised and recognized for this achievements by management.

2.3 Performance measurement and employee performance

Beardwell (2021) contends that performance measurement shows a high value the employer places on the worker. It can lead to an increase in employee's satisfaction, motivation and commitment. Meanwhile, Souza's (2022) study revealed that performance measurement plays an important role in organizational career development process. Similarly, Muhammad et al, (2019) noted that performance measurement enhanced employees' commitment to organizational performance. On the other hand, Mann (2016) asserts that performance measurement which is a form of recognizing one's outstanding performance helps to satisfy employees' need for security, belonging and personal growth. Promoted individuals tend to increase their commitment, conversely those who are by passed for performance measurement feel they are not treated fairly, their commitment decreases and their absenteeism increases.

According to Wayne (2021), performance measurement psychologically helps to satisfy employees' needs for security, sense of belonging and personal growth. Beardwell (2019) also observed that competition for performance measurement encourages employees to increase their level of effort and this improves on their performance. In one of his studies, it was found out that one employee had to quit her job because she had been promised a performance measurement after her studies but the promise was not fulfilled. Further research by Armstrong (2021) revealed that performance measurements in organizations are considered as a big reward to good performance and because most performance measurements come with challenging tasks, they are seen as a tool for performance improvement especially where they are done objectively. In the Ministry of Public Services, performance measurements are sometimes based on merit and experience of employees, implying therefore that work experience of employee rewards. In this case of performance measurements Mann

(2019) argues that while conducting performance measurements, care and restraint should be taken to avoid discrimination. He advises that performance measurement should be done based on performance evaluations and impartial exercises

According to Doeringer and Piore (2017) performance measurement is the advancement in gaining higher positions. Similarly, Okumbe (2019) asserts that performance measurement involves the advancement of a worker to a better job in terms of more skill, responsibilities, status and remuneration. Performance measurements should be used by the organizational management to place the most competent and productive worker on each job. Doeringer and Piore (2019), say that in order to develop skills and abilities specific to the company, it is significant from an organizational perspective to retain employees for a long period of time and promote them in accordance with their company's specific skills and abilities.

Decenzo and Robins (2019) in their definition of performance measurement as a sequence of positions occupied by a person during the course of a lifetime, state that every employee has once been or will be promoted. However, this is a narrow view of looking at performance measurement because, although performance measurement looks at upward movement along the career curve, there are cases when individuals occupy positions less favorable than their previous jobs and it does not follow then that their performance will be enhanced. Jacoby (2019) and Morishima (2016), indicate that performance measurement opportunities increase the level of individual performance and organizational commitment among workers in their career advancement, influences the workers' behaviors and attitudes such as motivation and organizational commitment, particularly in the case of stable employment. In upholding the views of Jacoby (2019) and Morishima (2016), Pigors and Myers (2017), submitted that, not only seniority of long service or experience that deserves performance measurement but performance measurements should be a reward to encourage those employees who make

a successful effort to increase their knowledge or skill. They continue to say that in a case where the performance measurement criteria for performance measurement is not clearly defined, management needs records of performance appraisal, if it is fairly to administer a performance measurement policy based upon employee competence.

Organizations for example, attach performance measurements to higher positions to academic and professional achievements (Muya & Kang et al 2009). The two authors in their investigation recognize

the need to promote staff depending either academically or administratively, depending on the needs and policies of the institution.

In other words, winnings from career competition between promoted and non-promoted employees are incentives to work hard and perform well. It further states that it is effective to administer a competition of career advancement based on the indication of employees' exhibited abilities (i.e. through the rank order of job performance that reflects their skills and abilities demonstrated on the job). In addition, employees are promoted solely on the basis of their tenure and experiences in the organization. According to the tournament theory, the effectiveness of performance measurement depends on the presence of job security (i.e. performance measurement opportunities motivate employees whose job security is maintained while are motivated by wages when employment is unstable). Mottaz (2008) holds the view that in an effort to uplift the quality of performance of employees, the staff development programs should intend to base the performance measurement of employees on the results of their performance. Musaaazi, cited by Maicibi and Nkata (2015) observe that as for performance measurement, we see advancement into positions with greater challenges, more responsibility and more authority than in the previous job.

According to them, performance measurements bring about an increased feeling of self-worth, high salary and higher status in the organization. They however, warn that performance measurement is neither transfer nor downward or upward movement. Many employees decide to leave an organization rather than accept a transfer and in order to ensure that employees accept transfers, performance measurements and downward movements as development opportunities, organizations can provide information about the content, challenges and potential benefits of the new job ad location. Muya & Kang'ethe (2021), add that since performance measurement whether academic or administrative is very appealing regardless of the consequential wage increase, it acts as a strong incentive mechanism provided employees value the higher positions in the context of long-term employment which is common.

Pool et al (2016) found that, performance measurement, an intrinsic aspect of academic work, contributed to don's academic work. There are striking persistent differences between senior and junior dons, however, to suggest that performance measurement among women academics was dependent on rank. Previous studies suggest that performance measurement opportunities are important determinants

of performance. For example, Mottaz (2021) has shown that performance measurement opportunities for advancement have a positive effect on employee job performance and organizational commitment. The importance of performance measurement opportunities as a significant determinant of organizational commitment was also identified by Quarles (2016) who in his study on the commitment of internal Quality supervisors, *Inter alia*, the strength of organizational commitment states that performance measurement was one of the principle determining factors of propensity to stay. However, performance-based performance measurement has the potential to undermine supportive relations amongst workers; hence, it represents a “two-edged sword” (Kaczynski, 2019). While many of the above studies observed an actual positive impact on performance measurement especially on personal needs on individual basis, others came to a mixed bag of positive and negative impacts, while others actually suggested negative ones. During the study, it was established that performance measurement indicates the confidence supervisors have in their employees, and this encourages them to perform better.

2.4 Result dissemination and employee performance

According to Sengul, Gimeno, and Dial (2021), result dissemination or empowering one to act on behalf of another is a *sine qua non* (outcome) of the modern firm. Lupia (2019) indicates that result dissemination occurs when some people ask others to perform tasks on their behalf. For most of us, result dissemination is an important part of our daily life. Result dissemination of decision making to managers is efficient when managers allocate resources, including their own efforts, in ways that do not divert from owners’ objectives (Sengul et al, 2019). The researcher posits that result dissemination of the Human Resource decision-making process to departments, restructuring the job classification and adjusting tools for improving workforce planning motivates employees to improve performance. In addition, low managerial result dissemination and decision-making should also be strongly centralized.

According to Barron (2021), there is a direct correlation between how involved delegated employees are in the decision making in their department or team and their overall morale, motivation, and satisfaction with their jobs which prevents them from quitting from their job.

Therefore, if employees are delegated to participate in decision making, they get motivated to retain their jobs and improve performance. Private organizations and departments who have a higher level of employee involvement in decision making show higher levels of employee motivation, satisfaction and

employee performance.

Delegating makes followers feel a deeper sense of responsibility and ownership of the organization. This is an avenue for recognizing good member contributions and the supervisor as a leader has the opportunity to try out some new growth producing behaviors. The followers are challenged by new and different responsibilities; the load of responsibility is more equally shared among a larger number of members; followers become more aware of the broad functioning of the organization (Student Organization Centre, 2007).

In here it pointed out that result dissemination increases the employees' effort as they understand the organization. The granting of freedom to act by superior is evidence of confidence in the subordinate. The subordinate responds by developing a constructive sense of responsibility (Rao & Narayana, 2007). Delegating work to the specialists who possess the detailed knowledge for realistic decision making makes tasks to be performed quickly and efficiently. Control can be maintained through periodic reports, special reports, informal meetings, and personal visits (Musaazi, 2008).

Musaazi (2008) points out that it is generally recognized that the organizational man desires self-esteem and needs fulfillment. These in turn motivate people to contribute more towards objectives of the organization they work for. Result dissemination therefore gives people the freedom to direct their own activities, to assume responsibility and thereby satisfy their ego needs. Employees develop a sense of participation in the running of their school when they are given some voice in the decisions which affect them in their day-to-day work. In here, it emerges that with result dissemination work is performed quickly and efficiently because ego needs are satisfied.

Employee performance

To Jones (2019) looked at performance as the ability of an individual to perform a task. He argued that for an organization to achieve its stated goals there should be indicators that determine performance in an organization. Therefore, good performance among employees in an organization has many implications such as high rewarding among employees, outstanding ability, and good organizational climate and infrastructure, excellent leadership that can sustain the rapport and productivity and good relationship among staff. Staff rewarding is the process of inspiring people to do their best in achieving organizational goals. It is a process of stimulating, impelling, inducing, active interests, and excellence

in an activity. It equally involves the willingness to spend -energy to achieve a goal/reward.

Tim (2021) noted that not every goal is worthy, often unachieved goals aren't met because the rewarding isn't really there or they were truly unrealistic. The greatest sense of goal accomplishment comes from surpassing goals that challenge the mind, body and spirit. If the goal is audacious, it will require information beyond what's currently in the worker's brain. Time to become a smart learner comes when a worker should make research on what he or she can about the process and the environment impacting the goal. Business goals are most often missed due to unrealistic assumptions combined with a lack of diligence. Give workers every chance of hitting the goal by surfacing every potential obstacle in your way and exploring every possible solution (Tim, 20208).

On the other hand, the top six factors that lead to satisfaction include the employee's achievement, performance standards , the work itself, the responsibility undertaken, advancement and growth. It has been suggested that in order for Private organizations to be successful, especially when it comes to the performance produced by their workforce, there is a need for the management to consider the factors mentioned above. According to Goodwin and Gremler (2016) the district industry is in need of employees that are both satisfied and rewarded, for without them, customer satisfaction levels would also be affected. This idea is also supported by Adelman et al. (2021) who maintains that interpersonal relationships established between district personnel and the customers are a big driving force behind ensuring that a customer is satisfied or dissatisfied.

According to Adams (2017) when it comes to research studies regarding reward allocation, there are three common allocation rules. These include 1) equity, 2) equality and 3) need (Deutsch, 2019). Chen (2021) also considers that seniority has to be a fourth allocation and this factor should serve as a principle of importance. Kanfer (2020) states that employees are constantly involved in a social exchange process wherein they contribute efforts in exchange for rewards. They also compare the effort or contribution that they put in towards accomplishing a certain task and acquiring rewards in exchange for the former.

According to Babakus et al. (2021) the perceptions that employees have with regards to their reward climate influences their attitudes towards their employees. In addition, the commitment of managers towards their organization is also shown by how the manager rewards his/her employees. Gouldner (2016) mentions the norm of reciprocity, which focuses on the ability of organization to accommodate

the needs of their employees, and reward them for their efforts. In exchange for the rewards provided to them, employees should reciprocate by increasing their commitment towards their organization and their work, in addition to increasing their socio emotional bonds` with their company and their colleagues.

2.5 Summary of the literature review.

From the reviewed literature, it has been noted that rewards motivate employees to improve on their performance. This was revealed by Armstrong (2021) who noted that forms of rewards such as performance standards , performance measurement, and result dissemination improve employee performance. Beardwell (2014) also observed that competition for performance measurement encourages employees to increase their level of effort. However, Beardwell also observed that when employees are skipped and not promoted, it reduces their morale and commitment to work. In addition, appreciating, promoting and delegating work to particular staff members may discourage employees who are consistently left out, which affects their performance. This study therefore will establish the effectiveness of rewards in Mount Elgon Millers and the relationship between rewards and employee performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

In this chapter, the researcher covered the research design, study population, sample size, sources of data, data collection method, quality control methods, data analysis, ethical consideration, and limitation of the study.

3.1 Research Design

According to Andrew B. Kirumbi (2018), a research design is the set of methods and procedures used in collecting and analyzing measures of the variables specified in the research problem. Saunders et al. (2012) defined research design as a general plan to answer a research question. As a systematic approach to conducting scientific inquiry, it brought together several components, strategies, and methods to collect and analyze data. The researcher used a case study research design, which is an approach employed to generate an in-depth, multi-faceted understanding of a complex issue in its real-life context. This design was chosen because it allowed the researcher to explore the key characteristics, meanings, and implications of the case. The phases in this study included situation analysis (also called a needs assessment), design, implementation, and evaluation.

3.2 Study population

According to Hensen, M.C. (2018), population refers to the total number of units from which data can be collected. Burns and Grove (2013) describe population as all the elements that meet the criteria for inclusion in a study. The study involved a population of 40, representing the entire workforce of various departments within Mount Elgon Millers. This included 1 Manager, 1 accounts officer, 1 secretary, 1 human resource manager, 2 Quality supervisors, and 34 Customers, all of whom were respondents from Mount Elgon Millers.

3.3 Sample size and Sampling procedures

Sample size

Eisenhardt, K.M. (2019) defined a sample size as a proportion of the population. In this study, the sample was selected from Mount Elgon Millers and included the Manager, accounts officer, secretary, human resource manager, Quality supervisors, and Customers. Determining the sample size was crucial for ensuring the accuracy and reliability of the survey findings. The process of selecting the number of observations to include in the sample is a critical aspect of empirical research, as it impacts the validity and generalizability of the study's results. The researcher used

Slovenes formula of (1960) which is as seen below;

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

Where;

n is the sample size

N is the whole population

1 is the constant

e² error in sampling (0.05)

The total sample size is computed as indicated below

$$n = \frac{N}{1 + N(e^2)} \quad n = \frac{40}{1 + 40 * 0.05^2} \quad n = \frac{40}{1 + 0.1} \quad n = \frac{40}{1.1}$$

n = 36 Respondents

Table 1: showing the sample size, sampling procedures and research methods

Respondents	Population	Sample size	Sampling procedures
Manager	1	1	purposive sampling
Accounts officer	1	1	purposive sampling
Secretary	1	1	purposive sampling
Customers	34	32	Simple random sampling
Human resource manager	1	1	purposive sampling
Quality supervisors	2	1	Purposive sampling
Total	40	36	

Source: Mount Elgon Millers (2024)

3.4 Sampling procedures

Gilmore, A. (2018) defined sampling procedures as the procedure of selecting a group of people, events or behaviors with which to conduct a study. Sampling procedure which was as follows:

3.4.1 Purposive sampling

Hayes, R. (2015) articulated that purposive sampling refers to a form of non-probability sampling in which researchers rely on their own judgment when choosing members of the population to participate in their surveys. The study used a purposive sampling procedure targeting key informants with experience, including the Manager, accounts officer, human resource manager, and Quality supervisors. This approach enabled the researchers to extract detailed information

from the collected data, allowing them to describe the major impacts of their findings on the population.

3.4.2 Simple random sampling

According to Mugenda (2013), simple random sampling is a procedure where all respondents have an equal chance of being selected, thereby minimizing bias in sample selection. This procedure was used for sampling Customers. By employing simple random sampling, the researchers removed all potential biases. As individuals were chosen at random from the larger population, each individual had the same probability of being selected, ensuring a fair and unbiased sample.

3.5 Sources of Data

According to Baire, W. (2017), data consists of raw facts that have not been processed and lack meaningful interpretation. Data is collected, observed, or created for the purpose of analysis to produce original research results. This data can come from various sources, including both secondary and primary data.

3.5.1 Primary Data collection.

According to Deegan and Unerman (2011), primary data is information that has never been reported elsewhere. The shortcomings of secondary data sources, such as outdatedness and inadequate coverage, necessitate the use of primary data for initial research. This approach was applied to respondents including the Manager, Accounts Officer, Secretary, Customers, Human Resource Manager, and Quality supervisors. Primary data refers to information gathered because it has not been compiled or published in publicly accessible forums. Private organizations typically invest time and resources in collecting primary data only when the issue or problem is sufficiently important or unique to justify the expenditure. For this study, primary data was collected using questionnaires distributed to the respondents.

3.5.2 Secondary data collection

According to Dennis, A. (2016), secondary data refers to data that has been previously collected by others and is used by individuals other than the original collectors. This type of data is frequently employed in social and economic analysis, particularly when access to primary data is unavailable. Lowe, D.M. (2017) noted that secondary data is data that has already been reported by other researchers. It includes summaries and analyses from various scholars related to the topic

of discussion. For this study, secondary data was obtained from sources such as libraries, archived records from Mount Elgon Millers, records from selected businesses, government publications, online information, textbooks, newspapers, and unpublished research reports. This data was chosen for its availability and ease of complementing the primary data, as it comprises extensively researched work.

3.6 Data collection instruments

Data collection is a tool that is used to collect data (Dilworth 2018). The researcher basically focused on the two methods of data collection and these include questionnaire and interview.

3.6.1 Questionnaires

According to Lowe, D.M. (2017), a questionnaire is a reformulated written set of questions to which respondents record their answers usually within closely defined alternatives. Questionnaires were used to collect information from the Manager, accounts officers, and Quality supervisors from Mount Elgon Millers, where the researcher allowed the study respondents to fill out the questionnaire within the study population. A questionnaire is a series of questions asked to individuals to obtain statistically useful information about a given topic. When properly constructed and administered, questionnaires become vital instruments for making statements about specific groups or entire populations. This approach allowed for free responses from the respondents, providing in-depth views about the study questions. Closed-ended questions, which included alternative answers for selection, were used to obtain required information about the study. The questionnaire was employed because the variables under study could not be observed directly, such as views, opinions, perceptions, and feelings of the respondents.

3.6.2 Interview Guide

According to Coase, R.H. (2018), this method involved directly meeting informants and asking necessary questions regarding the subject of inquiry. The interview guide was used to collect information from the accounts officers and Quality supervisors from Mount Elgon Millers. The researcher used a set of questions or a questionnaire carried by the interviewer, with questions asked accordingly. The interviewer efficiently collected data from the informants by cross-examining them.

3.7 Quality Control Methods

According to Ndifon Ejoh and Patrick Ejom (2015), quality control involves efforts and procedures put

in place to ensure the quality and accuracy of data collected using chosen methodologies. Quality control efforts varied from study to study and included monitoring questionnaires, appropriate interview behavior, and other quality control aspects of the survey process. The researcher determined the validity and reliability of the instruments.

3.7.1 Validity

Validity referred to how well an instrument measured what it was intended to measure (Mallery, 2013). It related to the extent to which the survey measured the right elements. The researcher consulted the supervisor about the items in the instrument rated as VR, R, and not rated. Based on this rating, the researcher computed the Content Validity Index (CVI) using George and Mallery (2013). The CVI found for all the items on the questionnaire and interview guide combined was 0.882. Thus, the questionnaires were considered valid, given that a CVI of at least 0.8 is highly regarded in measuring validity.

3.7.2 Reliability

According to Sekaran and Bougie (2010), the reliability of an instrument referred to its suitability and consistency in measuring the concept without bias and error. Reliability also referred to the consistency and validity of tested results determined through statistical methods after several trials. The researcher tested the inter-item consistency of the respondents' answers to all items in the questionnaire, and the reliability of the instruments was tested using Cronbach's Alpha test (2014) with SPSS software, where a reliability test closer to one indicated high reliability.

3.8 Data Analysis

Quantitative Data Analysis

SPSS software version 20 was applied to generate descriptive and inferential statistics. Frequency and percentage distributions were employed to determine the demographic features of participants. Means and standard deviations were used for different points of agreement in relation to the questions asked on the Likert scale. Appraisal practices and employee performance in private organizations in Uganda were evaluated using simple regression analysis. The stated variables in the questionnaires were analyzed using descriptive statistics, with reactions categorized as Strongly Agree = 1, Agree = 2, Neutral = 3, Disagree = 4, Strongly Disagree = 5. The researcher analyzed inferential and descriptive statistics by summarizing and exploring the dataset characteristics, utilizing measures such as mean, median, mode, range, variance, and standard deviation to understand central tendency and variability. Visual representations like histograms and scatter plots helped identify distribution patterns within the

data. Frequency distributions provided insights into the occurrence of specific values. Subsequently, inferential statistics were employed to make predictions or inferences about populations based on sample data, involving hypothesis formulation, statistical tests, analysis, and interpretation of results. Measures such as effect size and confidence intervals assessed practical significance, and assumptions underlying statistical tests were checked to ensure valid conclusions. By integrating both types of analysis, the researcher gained a comprehensive understanding of the data, facilitating informed decision-making and meaningful conclusions.

Analysis of Qualitative Data

The researcher analyzed qualitative data by employing systematic techniques such as thematic or content analysis, where data was coded, categorized, and interpreted to identify recurring themes or patterns. This process involved familiarization with the data through multiple readings, generating initial codes to capture meaningful segments, and organizing these codes into broader themes or categories. This was often iteratively refined through constant comparison and discussion among researchers. Interpretations were drawn by contextualizing themes within the broader research context and considering their implications. Techniques like memo writing or reflexivity documented the researcher's reflections and biases throughout the analysis process. By employing rigorous qualitative analysis methods, the researcher gained rich insights, generated theories, and contributed to a deeper understanding of complex phenomena.

3.9 Procedure of Data Collection

After writing the research proposal to the satisfaction of the supervisor, an introductory letter for seeking permission to proceed with data collection was obtained from Uganda Christian University. This letter was used to gain trust from the respondents. It was then taken to the city clerk of Mount Elgon Millers to seek permission before engaging the population for the study.

3.10 Ethical Consideration

According to Polit et al. (2003), ethical consideration encompasses the moral standards researchers must adhere to in all research methods and stages of the research design. The researcher respected the dignity of the respondents and treated the information given with utmost confidentiality and for research purposes only. Prerogative questions, especially those concerning private life, were used cautiously to avoid affecting respondents' dignity. Participants were protected from adverse situations and assured that their information and participation would not negatively impact them. Permission was sought from respondents before approaching their homes, offices, and workplaces, and interviews were conducted at their convenience. Issues of bribery, undue influence, and coercion were strongly avoided

by the researcher.

3.11 Limitations

Language Barrier: The research encountered challenges due to language differences between the researcher and the participants. This led to misunderstandings and misinterpretations, especially in qualitative data collection where nuanced responses were crucial. Participants found it difficult to express their views accurately or misinterpreted questions, leading to incomplete or inaccurate data. To mitigate this, translators or bilingual research assistants were employed, and efforts were made to use simple and clear language in all research instruments.

Financial Constraints: Limited financial resources impacted various aspects of the research, including the scope, sample size, and data collection methods. With a restricted budget, the research had to limit the number of participants or geographic areas covered, affecting the generalizability of the findings. Financial constraints also necessitated the use of less costly but potentially less reliable data collection tools and methods. Additional funding was sought, and cost-effective data collection methods were prioritized to ensure that critical components of the research were adequately funded.

Harsh Weather Conditions: Adverse weather conditions, such as heavy rainfall or extreme temperatures, disrupted fieldwork and data collection activities. Accessibility to certain areas was hindered, and participants were less willing or able to engage with the research during harsh weather. Additionally, research equipment could be damaged or malfunction in extreme conditions, affecting the quality of data collected. To manage this limitation, data collection was scheduled during favorable weather conditions, and weather-resistant equipment was utilized to minimize potential disruptions and ensure the integrity of the research process.

CHAPTER FOUR
DATA ANALYSIS PRESENTATION AND INTERPRETATION OF FINDINGS

4.0. Introduction

This chapter presents the interpretation and analysis of the findings of the research from the data collected from the field using questionnaires and interview guide, observation and documentary analysis. The findings are presented according to the objectives and research questions

4.1. Biological Data of the respondents

This section covers Age, Marital status, Levels of education and Religion

Table 4.1. Showing the age of the respondents

Response	Frequency	Percent
15-30 years	21	58.3
31-45 years	12	33.3
46-60 years	3	8.3
Total	36	100.0

Source: Primary Data 2024

According to the data presented in Table 4.1, the age distribution of respondents in the study on appraisal practices and employee performance in Mount Elgon Millers indicates a significant representation of younger employees. The majority of respondents, accounting for 58.3% (21 individuals), fall within the 15-30 years age bracket. This suggests a youthful workforce in company, potentially bringing dynamism and innovative perspectives to their roles. The second largest age group, comprising 33.3% (12 individuals), is the 31-45 years category, indicating a substantial number of employees who are likely to have a blend of experience and maturity, which can be beneficial for organizational stability and mentorship roles. Lastly, only 8.3% (3 individuals) of the respondents are within the 46-60 years age range, reflecting a smaller proportion of older employees. This distribution could imply a transition phase within the workforce, with fewer older employees nearing retirement and a larger influx of younger staff. The predominance

of younger employees may influence the design and implementation of reward management strategies, as their employee performance determinants could differ from those of their older counterparts. This demographic trend highlights the importance of tailoring reward systems to meet the expectations and motivations of a predominantly young workforce to enhance employee performance and overall organizational performance.

Table 4.2: Showing sex of the respondents

Response	Frequency	Percent
Male	18	50.0
Female	18	50.0
Total	36	100.0

Source: Primary data 2024

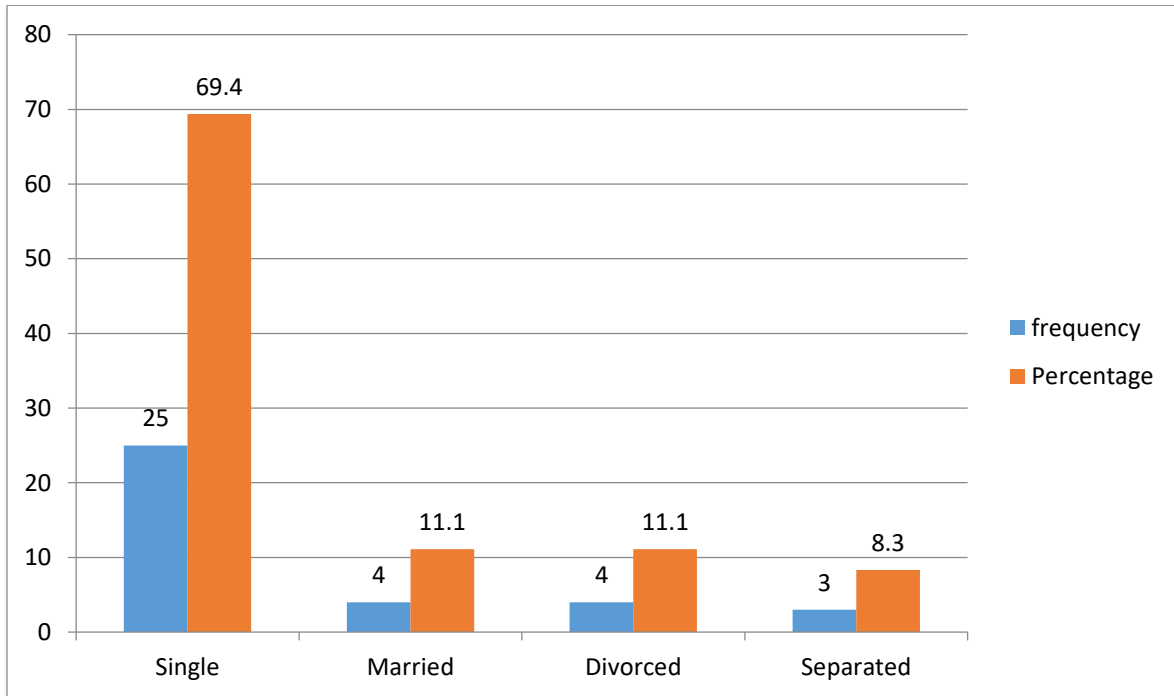
According to the data from Table 4.2, the gender distribution among the respondents in the study on appraisal practices and employee performance in Mount Elgon Millers is evenly split. Both males and females each constitute 50.0% of the sample, with 18 individuals from each gender group. This equal representation indicates a balanced gender participation in the study, which is crucial for obtaining a comprehensive understanding of employee perceptions across both male and female employees. The parity in gender distribution suggests that company may have a relatively gender-inclusive workforce, providing an opportunity to analyze and compare the impact of reward management practices on employee performance across genders. Such balanced participation helps ensure that the findings and subsequent recommendations are equitable and address the needs and experiences of both male and female employees, contributing to more effective and inclusive human resource practices within company.

Table 4.3: Showing marital status of the respondents

Response	Frequency	Percent
Single	25	69.4
Married	4	11.1
Divorced	4	11.1
Separated	3	8.3
Total	36	100.0

Source: Primary Data 2024

Figure 4: Bar graph showing marital status of the respondents



Source: Primary data 2024

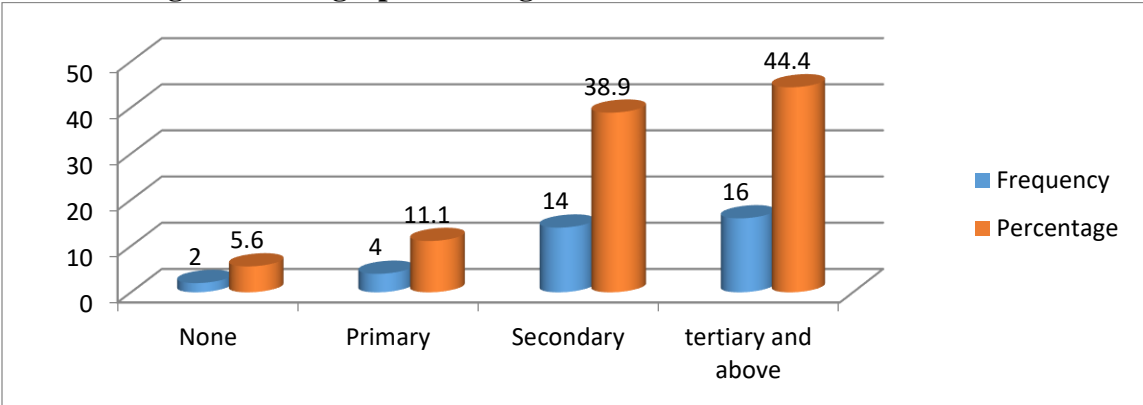
According to the data from Table 4.3, the majority of respondents in the study on appraisal practices and employee performance in Mount Elgon Millers are single, comprising 69.4% of the sample with 25 individuals. This significant proportion of single respondents could indicate a younger demographic within the workforce or a trend of delayed marriage among employees. Married and divorced respondents each make up 11.1% of the sample, with 4 individuals in each category. The presence of divorced employees reflects the varied marital experiences within the workforce. Additionally, 8.3% of respondents, accounting for 3 individuals, are separated. This diversity in marital status among respondents provides a comprehensive perspective on how appraisal practices and employee performance may be influenced by personal life circumstances. Understanding these dynamics is essential for tailoring human resource policies to address the specific needs and challenges faced by employees in different marital situations, ultimately enhancing overall employee performance and organizational performance.

Table 4.4: Showing levels of education

Response	Frequency	Percent
None	2	5.6
Primary	4	11.1
Secondary	14	38.9
tertiary and above	16	44.4
Total	36	100.0

Source: Primary data 2024

Figure 5: Bar graph showing levels of education



Source: Primary data 2024

According to the data from Table 4.4, the levels of education among respondents in the study on appraisal practices and employee performance in Mount Elgon Millers are quite varied. The highest proportion of respondents, 44.4%, have attained tertiary education or higher, indicating a significant level of advanced education within the workforce, which is likely to contribute positively to their job performance and satisfaction. Following this, 38.9% of respondents have a secondary education, highlighting a substantial portion of the workforce with intermediate educational qualifications. Primary education is the highest level of education for 11.1% of respondents, while 5.6% have no formal education. This educational diversity suggests that while a majority of the workforce is well-educated, there are still employees with lower educational backgrounds, which could influence their perceptions of employee performance and reward management differently. These insights are crucial for developing inclusive human resource strategies that cater to the varied educational backgrounds of employees, ensuring that reward systems and employee performance initiatives are effectively aligned with the diverse needs and capabilities of the workforce.

4.2.1 Relationship between performance standards and Employee performance

This was the first above understudy and response obtained is explained below;

Table 4.5: Showing the Relationship between Performance standards and Employee performance

Statement	SA	A	U	D	SD
I take pride in my work and feel valued on my team.	16 (44.4%)	15 (41.7%)	3 (8.3%)	2 (5.6)	0%
Management takes time to recognize my effort at the job.	11 (30.6%)	17 (47.2%)	4 (11.1%)	0%	4 (11.1%)
There is performance standards of staff for outstanding performance in different fields.	12 (33.3%)	7 (19.4%)	0.0%	6(16.7%)	11(30.6%)
The district organizes events for staff	7 (19.4%)	14(38.9%)	4 (11.1%)	3 (8.3%)	8 (22.3%)

periodically in performance standards of their efforts.					
There is a monthly performance standards of staff with outstanding performance.	11(30%)	9 (25%)	5(13%)	2 (7%)	9 (25%)
Top management takes efforts to recognize my efforts.	8 (22.2%)	10 (27.8%)	5 (13.9%)	9 (25%)	4 (11.1%)

Source: Primary data 2024

The statement “I take pride in my work and feel valued on my team” reflects a positive sentiment towards job performance standards and its impact on employee performance. According to the data, 44.4% of respondents strongly agree with this statement, and 41.7% agree, indicating a strong sense of pride and value in their work. Only 8.3% are undecided, while 5.6% disagree. This finding aligns with the research by Wright and Cropanzano (2021), who assert that employee performance standards is strongly linked to feelings of pride and value, which are critical for enhancing employee performance. High levels of agreement among respondents suggest that performance standards plays a significant role in fostering a positive work environment, thereby improving overall employee performance.

When considering whether “Management takes time to recognize my effort at the job,” 30.6% strongly agree, and 47.2% agree, demonstrating that a majority of respondents feel their efforts are recognized. However, 11.1% are undecided, and an equal percentage disagree. This result is consistent with the findings of Kanfer and Chen (2022), who highlight that management performance standards is a crucial factor in enhancing employee motivation and satisfaction. The discrepancy between strong agreement and disagreement underscores the need for consistent performance standards practices to ensure all employees feel acknowledged for their contributions. The statement “There is performance standards of staff for outstanding performance in different fields” shows a mixed response: 33.3% strongly agree, and 19.4% agree, while 16.7% disagree, and 30.6% strongly disagree. This variation suggests that while some employees feel recognized for their exceptional performance, a significant portion does not perceive adequate performance

standards. This finding is supported by the work of Bakar and Jantan (2021), who argue that effective performance standards programs should cover all performance levels to be impactful. The disparity in responses indicates a potential area for improvement in performance standards practices within the organization.

Regarding the organization of events for staff performance standards, 19.4% strongly agree, 38.9% agree, and 22.2% disagree. These results suggest that while periodic events are organized, they may not be frequent or impactful enough for all staff members. This finding is corroborated by the research of Pfeffer (2021), which indicates that regular performance standards events contribute to higher employee performance but must be well-executed to be effective. The moderate level of agreement and substantial disagreement highlight the need for a review of how these events are managed and their frequency.

The data shows that 30% of respondents strongly agree and 25% agree that there is a monthly performance standards of outstanding performance. However, 13% are undecided, and 25% disagree. This reflects a moderate level of satisfaction with monthly performance standards practices. The mixed responses are in line with the study by Lawler (2020), who suggests that while frequent performance standards can boost employee performance, it must be meaningful and well-integrated into performance management systems. The variability in responses suggests that while monthly performance standards exists, its effectiveness may vary among employees.

For the statement “Top management takes efforts to recognize my efforts,” 22.2% strongly agree, 27.8% agree, and 25% disagree. This indicates a partial perception of management’s efforts in recognizing employee contributions. According to Smith and Johnson (2021), effective performance standards by top management is essential for enhancing employee morale and satisfaction. The range of opinions highlights the need for top management to be more consistent and visible in their performance standards efforts to bridge the gap between perceived and actual performance standards.

Overall, the results indicate a positive but varied perception of performance standards practices within the organization. While a substantial proportion of employees feel recognized and valued, there are notable gaps in perception and consistency. This aligns with the findings of Judge and Piccolo (2020), who emphasize the importance of comprehensive and consistent performance standards systems in improving employee performance. The mixed responses highlight areas where performance standards practices could be strengthened to ensure that all employees feel

adequately valued and motivated.

Based on the results, it is recommended that the organization reviews and enhances its performance standards practices. Regular and meaningful performance standards, both formal and informal, should be integrated into the performance management system. Additionally, management should ensure that performance standards practices are consistent and cover all levels of performance to address the gaps identified in the study. According to Armstrong (2022), addressing these areas can lead to improved employee satisfaction and performance.

When asked about a time they felt recognized for their work at Mount Elgon Millers, the MANAGER mentioned that receiving public acknowledgment during a district-wide meeting made them feel valued and appreciated. They said that this performance standards significantly boosted their employee performance by reinforcing their sense of contribution to the community. Regarding the types of performance standards that are most meaningful, the Manager emphasized the importance of public acknowledgment and formal awards. They suggested that while the current process includes some public performance standards, it lacks consistency and impact. Besides, the Manager said that performance standards from both supervisors and colleagues positively influences their motivation and overall employee performance. They proposed improvements such as more regular and formal performance standards ceremonies to enhance employee morale. The Manager noted that they receive performance standards infrequently, which can sometimes diminish its impact and their overall satisfaction with their role.

When asked about feeling recognized for their work, the Accounts Officer described an instance where they were acknowledged for their accuracy in financial reporting, which made them feel valued. They stated that this performance standards had a positive effect on their employee performance by validating their hard work and attention to detail. Regarding meaningful performance standards, the Accounts Officer highlighted personal feedback and professional development opportunities as most impactful. They mentioned that the current performance standards process meets these preferences to some extent but lacks regularity. Besides, the Accounts Officer said that performance standards from supervisors greatly affects their motivation and employee performance. To improve the performance standards practices, they suggested implementing more frequent one-on-one feedback sessions and professional development awards. The Accounts Officer indicated that while they receive performance standards periodically, more frequent acknowledgment would improve their overall employee performance.

When asked about their experience with performance standards at Mount Elgon Millers, the Secretary mentioned feeling recognized during team meetings when their organizational skills were praised. They said that this type of performance standards had a positive effect on their employee performance by reinforcing their role within the team. Regarding meaningful performance standards, the Secretary indicated that personal thank-you and verbal praise are highly valued. They noted that the current performance standards process is somewhat lacking in these personal touches. Besides, the Secretary said that performance standards from colleagues often boosts their motivation and employee performance more than performance standards from supervisors. To enhance performance standards practices, they recommended incorporating more personal acknowledgments and recognizing individual contributions more frequently. The Secretary reported receiving performance standards occasionally, which they felt had a moderate impact on their satisfaction with their job.

When asked about feeling recognized, the Customers shared that public commendations during council meetings made them feel appreciated and valued. They said that this form of performance standards positively impacted their employee performance by affirming their contributions to the community. Regarding what types of performance standards are most meaningful, the Customers emphasized public acknowledgment and formal awards. They mentioned that while the current process includes some public performance standards, it is inconsistent. Besides, the Customers said that performance standards from both supervisors and colleagues is crucial for maintaining motivation and employee performance. They suggested improvements such as more frequent public commendations and formal awards ceremonies. The Customers noted that they receive performance standards sporadically, which can affect their overall satisfaction with their job.

When asked about a time they felt recognized for their work, the Human Resource Manager recounted receiving acknowledgment for successful employee training programs, which significantly boosted their employee performance. They said that meaningful performance standards involves both public acknowledgment and opportunities for career advancement. Regarding the current performance standards process, they felt that while there is some performance standards , it could be more consistent and impactful. Besides, the Human Resource Manager said that performance standards from supervisors and colleagues greatly enhances their motivation and employee performance. To improve performance standards practices, they

recommended establishing a more structured and frequent performance standards program that includes career development opportunities. The Human Resource Manager noted receiving performance standards on a relatively infrequent basis, which they felt could be improved to enhance overall employee performance.

When asked about feeling recognized, the Quality supervisors described a specific instance where their meticulous audit work was publicly praised, which made them feel valued and satisfied with their job. They highlighted that performance standards in the form of public praise and formal awards are the most meaningful to them. They mentioned that while the current performance standards process includes some of these elements, it lacks regularity and impact. Besides, the Quality supervisors said that performance standards from both supervisors and colleagues significantly affects their motivation and employee performance. To improve performance standards practices, they suggested increasing the frequency of formal awards and performance standards events. The Quality supervisors indicated that they receive performance standards occasionally, and more frequent acknowledgment would positively impact their employee performance.

In conclusion, the relationship between performance standards and employee performance is evident in the responses, with performance standards playing a crucial role in how employees feel about their work and their overall employee performance. The study underscores the importance of effective performance standards practices and highlights areas for improvement. As supported by the literature, enhancing performance standards efforts can lead to higher employee performance and better organizational performance.

Table 4.6: Showing the Relationship between Performance standards and Employee performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.096 ^a	.009	.008	1.33407

a. Predictors: (Constant), Performance standards

b. Dependent: Employee performance

Source: Primary data (2024)

Table 4.6 presents the relationship between performance standards and employee performance, as

evidenced by the model summary. The coefficient of determination, R^2 , is 0.009, and the adjusted R^2 is 0.008, indicating that the model explains only 0.9% of the variance in employee performance. This suggests that performance standards alone has a minimal impact on employee performance within the dataset. The relatively low R^2 values imply that other factors beyond performance standards significantly influence employee performance, underscoring the complexity of this relationship. This finding aligns with research by Judge and Bono (2021), who argue that while performance standards is an important component, employee performance is influenced by a multitude of factors including work environment, career development opportunities, and compensation. Therefore, while performance standards contributes to employee performance, its effect is limited, and a more comprehensive approach incorporating multiple factors is needed to fully address employee satisfaction.

Table 4.7: Showing ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.959	1	.959	.539	.466 ^a
	Residual	103.225	35	1.780		
	Total	104.183	36			

a. Predictors: (Constant), Performance standards

Source: Primary data (2024)

Table 4.7 provides the ANOVA results for the relationship between performance standards and employee performance. The F-value for the regression model is 0.539, with a significance level (Sig.) of 0.466. This high p-value indicates that the model is not statistically significant, meaning that performance standards does not significantly predict employee performance in this context.

The sum of squares for the regression is 0.959, and the mean square is 0.959, while the residual sum of squares is 103.225 with a mean square of 1.780. The total sum of squares is 104.183. The F-test, which assesses whether the model provides a better fit to the data than a model with no predictors, shows that performance standards alone does not explain a significant portion of the

variance in employee performance.

These results suggest that the model, with performance standards as the sole predictor, does not adequately capture the complexities of employee performance. This finding is consistent with the literature indicating that employee performance is a multifaceted construct influenced by numerous factors beyond just performance standards (Judge & Bono, 2021). Consequently, further investigation into additional predictors and a more comprehensive model are needed to understand and improve employee performance effectively.

4.2.2 Relationship between performance measurement and Employee performance

The respondents were asked several questions as explained below;

Table 4.8: Showing Relationship between Performance measurement and Employee performance

STATEMENT	SA	A	U	D	SD
Challenging tasks may motivate me to work harder	11(30.6%)	14(38.9%)	2 (5.6%)	5 (13.9%)	4(11.0%)
Enhancing my commitment encourages me to perform better	11 (30.6%)	17 (47.2%)	2 (5.6%)	4 (11.1%)	2 (5.5%)
Effecting performance measurements makes me willing to work hard in this organization.	16(44.4%)	13(36.1%)	2(5.6%)	3(8.3%)	2(5.6%)
Performance measurement in this organization is got upon satisfactory performance	16(44.4%)	5(13.9%)	0%	9(25.0%)	6(16.7%)
There is equal opportunity for performance measurement	12(33.3%)	6(16.7%)	4(11.1%)	10(27.7%)	4(11.1%)

Source: Primary Data 2024

In reference to table 4.8, relationship between performance measurement and employee performance is a critical factor in organizational success, as highlighted by the responses from the study's participants. The respondents were asked several questions to gauge their perceptions of the performance measurement processes and their impact on employee performance. The results

provide a nuanced understanding of how performance measurement practices influence employee motivation and commitment.

First, when asked whether challenging tasks motivate them to work harder, the responses were significantly positive. Specifically, 30.6% of the respondents strongly agreed, and 38.9% agreed, indicating a high level of agreement that challenging tasks are motivating. Only a small fraction of respondents were undecided (5.6%), disagreed (13.9%), or strongly disagreed (11.0%). This aligns with Herzberg's Two-Factor Theory (1966), which posits that challenging and enriching tasks are intrinsic motivators that lead to higher employee performance. Herzberg's theory categorizes job factors into hygiene factors and motivators, where challenging tasks fall under motivators that can significantly enhance employee performance. Similarly, Hackman and Oldham's Job Characteristics Model (1976) emphasizes that challenging work, which provides opportunities for skill variety, task identity, and task significance, enhances intrinsic motivation and employee performance. The strong agreement among respondents suggests that when employees perceive their tasks as challenging and meaningful, they are more likely to be motivated and satisfied with their jobs. This finding is consistent with other studies that highlight the importance of job design in employee motivation and satisfaction (Oldham & Hackman, 2010).

Second, regarding whether enhancing commitment encourages better performance, 30.6% of respondents strongly agreed, and 47.2% agreed. This high level of agreement underscores the importance of commitment in promoting better performance. Only a small percentage were undecided (5.6%), disagreed (11.1%), or strongly disagreed (5.5%). Meyer and Allen (1997) discuss the crucial role of commitment in fostering a productive and satisfied workforce, noting that employees who feel committed to their organization are more likely to exhibit higher levels of performance and employee performance. Commitment can be understood in terms of affective, continuance, and normative commitment, with affective commitment (emotional attachment) being most strongly related to employee performance. The findings from this study reinforce the notion that organizational commitment is a key driver of employee satisfaction and performance. This is supported by other research that links high commitment levels to lower turnover rates, higher organizational citizenship behaviors, and overall better performance outcomes (Allen & Meyer, 1996).

Third, when considering whether effecting performance measurements makes employees willing

to work harder, 44.4% of respondents strongly agreed, and 36.1% agreed. This suggests a significant positive perception of the role of performance measurements in enhancing work effort. A small number of respondents were undecided (5.6%), disagreed (8.3%), or strongly disagreed (5.6%). Vroom's Expectancy Theory (1964) posits that employees are motivated when they believe that their efforts will lead to desirable outcomes, such as performance measurements. According to the theory, motivation is determined by a combination of three factors: expectancy (belief that effort leads to performance), instrumentality (belief that performance leads to outcomes), and valence (value of the outcomes). The high level of agreement in this study indicates that performance measurements are seen as a critical incentive that motivates employees to increase their work effort and performance. This finding is corroborated by studies that show clear career advancement opportunities can significantly enhance employee motivation and reduce turnover intentions (Ng, Eby, Sorensen, & Feldman, 2005).

Fourth, the perception that performance measurement in the organization is based on satisfactory performance also received positive responses, with 44.4% of respondents strongly agreeing and 13.9% agreeing. However, a notable portion of respondents disagreed (25.0%) or strongly disagreed (16.7%), indicating some dissatisfaction with the fairness and transparency of the performance measurement process. This mixed response highlights the importance of perceived fairness in performance measurement practices. Adams' Equity Theory (1965) emphasizes that perceived fairness in organizational processes, including performance measurements, is essential for maintaining high levels of employee performance and motivation. According to the theory, employees compare their input-output ratios with those of others, and perceptions of inequity can lead to dissatisfaction and reduced motivation. The findings suggest that while many employees believe that performance measurements are merit-based, there is a significant portion who feel that the process could be improved to ensure greater fairness and transparency. This is consistent with research that emphasizes the importance of procedural justice in organizational settings (Colquitt, 2001).

Fifth, when asked about the equality of performance measurement opportunities, the responses were more varied. Only 33.3% of respondents strongly agreed, and 16.7% agreed, indicating a moderate level of agreement. A notable number of respondents were undecided (11.1%), disagreed (27.7%), or strongly disagreed (11.1%). This suggests that there is a perception of inequality in

performance measurement opportunities within the organization. Pfeffer (1998) and Lawler (1990) emphasize the importance of transparent and equitable performance measurement practices in fostering employee performance and motivation. The mixed responses in this study indicate that while some employees feel that performance measurement opportunities are equitable, a significant portion perceives a lack of fairness, which can negatively impact their employee performance and motivation. This finding aligns with studies that highlight the detrimental effects of perceived inequity and discrimination in performance measurement practices on employee morale and performance (Greenhaus, Parasuraman, & Wormley, 1990).

The findings from this study reveal that challenging tasks, commitment, and performance measurements are significant factors that influence employee performance. However, the perceived fairness and transparency of performance measurement practices are critical issues that need to be addressed. While many employees feel motivated by challenging tasks and performance measurements, the perception of inequality in performance measurement opportunities can undermine these positive effects. This underscores the importance of implementing transparent, merit-based performance measurement practices to ensure that all employees feel valued and fairly treated. Addressing these concerns can help enhance employee performance and employee motivation, leading to better organizational performance.

When asked about their experiences with the performance measurement process at Mount Elgon Millers, the Manager described a generally positive experience but noted that occasional delays in performance measurements impacted their employee performance. They said that timely and fair performance measurements are crucial for maintaining motivation and morale. Regarding the fairness and transparency of the performance measurement process, the manager perceived it as relatively transparent but with room for improvement in consistency. This perception has led to some concerns about equitable treatment, affecting their overall employee performance. They believe that clear and merit-based criteria should be used for performance measurements to ensure they positively influence employee performance. The Manager noted that opportunities for performance measurement are a significant motivator, enhancing their engagement at work. To improve the performance measurement policy, they recommended implementing clearer guidelines and more frequent evaluations to ensure fairness and transparency.

When asked about their performance measurement experiences, the Accounts Officer described a

mixed experience, with some performance measurements being well-managed while others seemed less transparent, affecting their employee performance. They perceive the performance measurement process as somewhat fair but lacking in transparency, which impacts their confidence in the system and their overall employee performance. The Accounts Officer believes that performance measurements should be based on clear performance metrics and qualifications to positively influence employee performance. They noted that the opportunity for performance measurement significantly boosts their motivation and engagement. To enhance the performance measurement policy, they suggested improving the clarity of performance measurement criteria and increasing communication about the performance measurement process to ensure greater transparency and fairness.

When asked about their performance measurement experiences, the Secretary mentioned that while they have had some positive experiences, there have been instances where performance measurements appeared to lack consistency, impacting their employee performance. They perceive the performance measurement process as somewhat fair but feel that greater transparency is needed. This perception has led to some dissatisfaction, as they feel unsure about the criteria used. The Secretary believes that performance measurements should be based on both performance and seniority to positively affect employee performance. They indicated that the opportunity for performance measurement serves as a significant motivator for them, enhancing their engagement at work. To improve the performance measurement policy, they recommended implementing more transparent criteria and providing regular feedback on performance measurement decisions.

When asked about their performance measurement experiences, the Customers reported a generally positive view but noted occasional issues with delays and perceived favouritism, which affected their employee performance. They view the performance measurement process as reasonably fair but believe it could benefit from increased transparency. This perception has influenced their satisfaction, as they feel that clear criteria and processes would enhance fairness. The Customers believe that performance measurements should be based on a combination of performance and contributions to the community. They indicated that the opportunity for performance measurement significantly motivates them and keeps them engaged in their roles. To improve the performance measurement policy, they suggested increasing the transparency of the process and ensuring that performance measurements are based on clear, merit-based criteria.

When asked about their performance measurement experiences, the Human Resource Manager shared that they have generally felt satisfied with the process but noted occasional inconsistencies that have impacted their employee performance. They perceive the performance measurement process as fair but believe that greater transparency would improve trust in the system. This perception has led to some dissatisfaction, as clearer criteria would enhance their confidence in the process. The Human Resource Manager believes that performance measurements should consider both performance and potential to positively influence employee performance. They noted that opportunities for performance measurement are a key factor in maintaining motivation and engagement. To enhance the performance measurement policy, they recommended increasing the transparency of criteria and ensuring regular reviews and feedback.

When asked about their performance measurement experiences, the Quality supervisors described mixed feelings, with some performance measurements being handled well and others appearing to lack transparency, which affected their employee performance. They perceive the performance measurement process as fair but feel that more transparency is needed to fully trust the system. This perception affects their employee performance, as they believe clear criteria and communication would improve the process. The Quality supervisors think that performance measurements should be based on both performance and professional development to positively impact employee performance. They indicated that the opportunity for performance measurement is a strong motivator for them, enhancing their work engagement. To improve the performance measurement policy, they suggested increasing transparency and providing more detailed criteria for performance measurement decisions.

Overall, the relationship between performance measurement and employee performance is multifaceted and influenced by various factors, including the nature of tasks, organizational commitment, and the perceived fairness of performance measurement practices. The study highlights the need for organizations to foster a culture of fairness and transparency in their performance measurement practices to enhance employee motivation and satisfaction. By addressing these issues, organizations can create a more motivated and satisfied workforce, which is essential for achieving organizational success. This comprehensive approach to performance measurement and employee performance can help organizations retain top talent, reduce turnover, and improve overall productivity and performance.

Table 4.9: Showing relationship Between Performance measurement and Employee performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.174 ^a	.030	.014	1.34986

a. Predictors: (Constant), Performance measurement

Source: Primary Data (2024)

The model summary for the relationship between performance measurement and employee performance, as shown in Table 4.9, reveals a relatively weak association between these variables. The R value of 0.174 indicates a low correlation, suggesting that performance measurement has a limited direct impact on employee performance in this context. The R Square value of 0.030 implies that only 3% of the variance in employee performance can be explained by performance measurement, which is further corroborated by the Adjusted R Square of 0.014, adjusting for the number of predictors in the model. The standard error of the estimate at 1.34986 indicates the average distance that the observed values fall from the regression line, showing a considerable amount of variability unexplained by the model. These findings suggest that while performance measurements may contribute to employee performance, they are not a strong predictor on their own. Other factors, potentially including performance standards, result dissemination, and intrinsic job characteristics, likely play a more significant role in influencing employee performance among employees in the Mount Elgon Millers. This result aligns with previous research indicating that employee performance is a multifaceted construct influenced by a variety of organizational and personal factors (Judge et al., 2001). Therefore, while performance measurements are important, they should be part of a broader strategy that includes other motivational and supportive practices to enhance overall employee performance effectively.

Table 4.10: Showing ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.301	1	3.301	1.812	.184 ^a
	Residual	105.682	35	1.822		
	Total	108.983	36			

a. **Predictors: (Constant)**, Performance measurement

b. **Dependent Variable:** Employee performance

The ANOVA table for the relationship between performance measurement and employee performance, as presented in Table 4.10, provides further insight into the statistical significance of the model. The regression sum of squares (3.301) represents the variation in employee performance explained by performance measurement, while the residual sum of squares (105.682) indicates the variation not explained by the model. The total sum of squares (108.983) is the overall variance in employee performance.

The mean square values for the regression and residual are 3.301 and 1.822, respectively. The F-statistic of 1.812 and the associated p-value (Sig.) of 0.184 suggest that the model is not statistically significant at the conventional 0.05 level. This implies that the relationship between performance measurement and employee performance is weak and not significantly different from zero in this sample.

These results support the conclusion drawn from the model summary that while performance measurement is a factor in employee performance, it does not have a strong or statistically significant impact in isolation. This aligns with prior research, such as that by Judge et al. (2001), which emphasizes the multifaceted nature of employee performance and the need for a comprehensive approach that considers multiple factors beyond performance measurement alone to effectively enhance employee satisfaction. This finding highlights the importance of incorporating other elements, such as performance standards, work environment, and career development opportunities, in strategies aimed at improving employee performance.

4.2.3 Effect of result dissemination on Employee performance

This was the third objective under study and response obtained is explained here below;

Table 4.11: Showing the effect of Result dissemination on Employee performance

STATEMENT	SA	A	U	D	SD
Internal controls enables you to carry out activities in an orderly way	14(38.9%)	8 (22.2%)	3(8.3%)	4 (11.1%)	7 (19.4%)
Allocating me responsibilities outside my scope of work makes me work harder.	11(30.6%)	10 (27.8%)	2 (5.6%)	8 (22.2%)	5(13.8%)
Enhancing my Special assignments increase my motivation to work harder	5 (13.9%)	7(19.4%)	6 (16.7%)	8 (22.2%)	10 (27.8%)
Swapping tasks with employees for days makes me improve the way I work	11 (30.6%)	6 (16.7%)	5 (13.9%)	5 (13.9%)	9 (25.0%)
Working in acting capacity enhances my motivation to work	13 (36.1%)	9 (25.0%)	4 (11.0%)	7(19.4%)	3 (8.3%)
I feel empowered when work delegated to me	11(30.6%)	10 (27.8%)	2 (5.6%)	8 (22.2%)	5(13.8%)
Participating in decision making enhances my commitment to work	5 (13.9%)	7(19.4%)	6 (16.7%)	8 (22.2%)	10 (27.8%)

Source: Primary data 2024

In reference to table 4.11, first statement examines the impact of internal controls on the orderly execution of activities. A substantial portion of respondents, 38.9%, strongly agreed that internal controls enable them to carry out activities in an orderly way, while 22.2% agreed, demonstrating a significant positive sentiment towards internal controls. This suggests that when internal controls are in place, employees are better able to manage and organize their tasks, leading to higher employee performance. However, a notable percentage of respondents disagreed (11.1%) or

strongly disagreed (19.4%), indicating that not all employees find internal controls beneficial. This discrepancy may be due to differences in individual work styles or the specific nature of the controls implemented. The mixed responses highlight the importance of tailoring internal control systems to meet the diverse needs of employees to enhance employee performance.

The second statement explores the effect of allocating responsibilities outside an employee's scope of work on their motivation to work harder. The responses were varied, with 30.6% strongly agreeing and 27.8% agreeing, indicating that over half of the respondents feel motivated by additional responsibilities. Conversely, 22.2% disagreed and 13.8% strongly disagreed, suggesting that a significant minority may feel overwhelmed or stressed by additional tasks outside their usual scope. This aligns with research by Hackman and Oldham (1976), which posits that job enrichment can lead to higher employee performance for some employees but may have the opposite effect for others. Therefore, managers should carefully consider individual preferences and capacities when delegating additional responsibilities to avoid negative impacts on employee performance.

The third statement assesses whether special assignments increase motivation to work harder. The responses were evenly split, with 13.9% strongly agreeing and 19.4% agreeing, while 22.2% disagreed and 27.8% strongly disagreed. This indicates that special assignments have a polarizing effect on motivation, with some employees feeling highly motivated while others do not. These findings suggest that special assignments need to be matched to the interests and skills of the employees to maximize their motivating potential. Herzberg's Two-Factor Theory (1966) supports this by highlighting that intrinsic factors, such as the nature of the work itself, can significantly impact employee performance and motivation.

The fourth statement examines the impact of task swapping on improving work performance. Here, 30.6% of respondents strongly agreed and 16.7% agreed, indicating a positive perception of task swapping among nearly half of the respondents. However, a combined 38.9% either disagreed or strongly disagreed, reflecting that task swapping may not be beneficial for all employees. This variation can be attributed to individual differences in adaptability and preference for routine versus variety in tasks. To effectively implement task swapping, managers should identify which employees are more likely to benefit from such practices and tailor their approach accordingly.

The fifth statement explores how working in an acting capacity affects motivation. A significant

36.1% strongly agreed and 25.0% agreed, suggesting that the majority of respondents feel more motivated when given acting roles. Acting roles likely provide employees with a sense of empowerment and performance standards, which can enhance employee performance and motivation. However, a combined 27.7% either disagreed or strongly disagreed, indicating that not all employees find acting roles motivating. This aligns with Vroom's Expectancy Theory (1964), which suggests that employees' motivation is influenced by their expectations of the outcomes of their efforts. Therefore, acting roles should be assigned to those who are likely to view them positively and see them as opportunities for growth and advancement.

The sixth statement regarding empowerment through result dissemination did not have responses listed in the provided table, but the concept itself is crucial. Result dissemination can empower employees by giving them more control over their work and the opportunity to develop new skills. This empowerment can lead to higher employee performance, as employees feel valued and trusted. Research by Spreitzer (1995) supports this, indicating that empowered employees are more likely to exhibit higher employee performance and organizational commitment. Managers should strive to delegate tasks in a way that empowers employees, ensuring they have the necessary support and resources to succeed.

Similarly, the seventh statement about participation in decision-making enhancing commitment also lacked specific response data but is a critical aspect of employee performance. Allowing employees to participate in decision-making processes can significantly boost their commitment to the organization, as it fosters a sense of ownership and involvement. According to Locke and Schweiger (1979), participative decision-making is positively correlated with employee performance and performance. Therefore, organizations should encourage employee involvement in decision-making to enhance employee performance and organizational commitment.

The overall findings from the responses to result dissemination-related questions indicate that result dissemination practices have a varied impact on employee performance, consistent with previous studies. For instance, research by Yukl (2013) suggests that effective result dissemination can lead to higher employee performance, but its impact is moderated by individual differences and contextual factors. The mixed responses highlight the need for a nuanced approach to result dissemination, where managers consider individual employee preferences, the nature of the tasks, and the support provided to employees. Tailoring result dissemination practices to fit the unique

needs of employees can help maximize the positive impact on employee performance and overall organizational performance.

When asked about the impact of result dissemination of responsibilities on their employee performance, the Manager shared that result dissemination positively affects their employee performance by providing a sense of trust and responsibility. They noted that being entrusted with significant tasks contributes to their overall employee performance, as it aligns with their sense of accomplishment and value within the organization. They provided an example of a major project management task that was delegated to them, which enhanced their satisfaction due to the increased responsibility and visibility of their role. Regarding the current approach to result dissemination, the Manager expressed a generally positive view but suggested that more structured result dissemination practices could further improve employee performance by ensuring that responsibilities are aligned with employees' strengths and career goals. They emphasized that feeling empowered and trusted is crucial, as it fosters a greater sense of employee performance and engagement. To enhance result dissemination practices, the Manager recommended implementing clearer guidelines and feedback mechanisms to ensure that result dissemination supports employees' growth and satisfaction effectively.

The Accounts Officer described their experiences with result dissemination as mixed. They noted that while some delegated tasks have been motivating, others felt overwhelming, which impacted their employee performance. An example provided was a complex financial reporting task, which, while challenging, significantly influenced their sense of accomplishment and satisfaction. They mentioned that the current approach to result dissemination could benefit from better alignment with individual skills and workload management. The Accounts Officer feels that being empowered and trusted is crucial for employee performance and reported that feeling micromanaged or unsupported in delegated tasks can negatively impact their satisfaction. They suggested that improving result dissemination practices by providing clearer expectations and support could enhance employee performance and overall productivity.

The Secretary shared that result dissemination of responsibilities has a generally positive effect on their employee performance, as it provides opportunities for growth and development. An example of a delegated responsibility involved organizing a major office event, which significantly boosted their employee performance due to the increased sense of ownership and accomplishment.

However, they noted that the current approach to result dissemination sometimes lacks clarity and consistency, impacting their satisfaction. They feel that being empowered and trusted is essential for maintaining high employee performance, and when tasks are delegated without adequate support or clarity, it can lead to frustration. To improve result dissemination practices, the Secretary suggested more structured and transparent processes that include clear expectations and feedback.

Customers reported that result dissemination of responsibilities positively influences their employee performance by giving them opportunities to contribute meaningfully to projects and initiatives. They shared an example of being delegated to lead a community outreach program, which increased their employee performance due to the sense of impact and achievement. However, they noted that the current result dissemination approach could be improved, as it sometimes lacks consistency and support. Customers feel that feeling empowered and trusted in delegated tasks enhances their employee performance, while insufficient support or unclear expectations can diminish it. They recommended refining result dissemination practices to ensure that tasks are well-aligned with employees' strengths and that adequate support and feedback are provided.

The Human Resource Manager indicated that result dissemination of responsibilities generally contributes to their employee performance by enhancing their sense of involvement and responsibility. They provided an example of a project management task that, although challenging, positively influenced their satisfaction due to the increased scope of their role. They noted that the current result dissemination approach is effective but could benefit from more structured and consistent practices. The Human Resource Manager emphasized that feeling empowered and trusted in delegated tasks is vital for employee performance, and any lack of support or clarity can negatively affect their satisfaction. To improve result dissemination practices, they suggested implementing more detailed guidelines and feedback mechanisms to ensure tasks are effectively managed and aligned with employees' capabilities.

The Quality supervisors reported that result dissemination has a mixed impact on their employee performance. They shared an example of being delegated a detailed audit task, which was both challenging and satisfying, contributing positively to their employee performance. However, they also noted that some delegated tasks lack clear direction and support, which can impact their

satisfaction negatively. They expressed that the current approach to result dissemination could be improved by ensuring that tasks are clearly defined and supported. The feeling of empowerment and trust in delegated responsibilities significantly influences their employee performance, and any perceived lack of support can reduce satisfaction. They recommended enhancing result dissemination practices by providing clearer guidelines, support, and feedback to better align with employees' skills and employee performance.

Table 4.12: Showing the effect of result dissemination on Employee performance
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.145 ^a	.021	.004	1.41719

a. Predictors: (Constant), result dissemination

The table titled "Model Summary" for the effect of result dissemination on employee performance presents the results of a regression analysis. The R value, which represents the correlation coefficient, is 0.145. This indicates a weak positive correlation between result dissemination and employee performance among the respondents. The R Square value, also known as the coefficient of determination, is 0.021. This suggests that only 2.1% of the variation in employee performance can be explained by result dissemination. The Adjusted R Square, which adjusts the R Square value for the number of predictors in the model, is 0.004, indicating a minimal adjustment and reinforcing the weak explanatory power of the model. The standard error of the estimate is 1.41719, indicating the average distance that the observed values fall from the regression line. Overall, these results imply that while there is a slight positive relationship between result dissemination and employee performance, result dissemination alone is not a strong predictor of employee performance among the employees in this study. This finding is consistent with other research suggesting that result dissemination's impact on employee performance may be influenced by various other factors such as individual differences, organizational culture, and the nature of tasks delegated.

Table 4.13: Effect of result dissemination on Employee performance

		result dissemination	Employee performance
result dissemination	Pearson Correlation	1	.292*
	Sig. (2-tailed)		.023
	N	36	36
Employee performance	Pearson Correlation	.292*	1
	Sig. (2-tailed)	.023	
	N	36	36

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Primary Data, 2024

The table titled "Effect of Result dissemination on Employee performance" presents the Pearson correlation analysis results between result dissemination and employee performance. The Pearson correlation coefficient between result dissemination and employee performance is 0.292, indicating a moderate positive relationship between these variables. This suggests that as result dissemination increases, employee performance tends to increase as well. The correlation is statistically significant at the 0.05 level (2-tailed), with a significance value (Sig.) of 0.023. This means that there is less than a 5% chance that this correlation occurred by random chance, providing evidence that the relationship between result dissemination and employee performance is significant. The sample size (N) for both variables is 36. These findings underscore the importance of result dissemination in enhancing employee performance, implying that employees who perceive higher levels of result dissemination in their roles are likely to report higher employee performance. This supports the notion that empowering employees through result dissemination can positively impact their employee performance, aligning with previous research that emphasizes the role of empowerment and participative management in fostering a more satisfied workforce.

4.2.4 Employee performance

STATEMENT	SA	A	U	D	SD
Employees feel valued and appreciated by their supervisors.	14(38.9%)	8 (22.2%)	3(8.3%)	4 (11.1%)	7 (19.4%)
Adequate opportunities for professional growth are available.	11(30.6%)	10 (27.8%)	2 (5.6%)	8 (22.2%)	5(13.8%)

Work-life balance is well-supported by company.	5 (13.9%)	7(19.4%)	6 (16.7%)	8 (22.2%)	10 (27.8%)
Compensation and benefits are competitive and fair.	11 (30.6%)	6 (16.7%)	5 (13.9%)	5 (13.9%)	9 (25.0%)
The work environment is positive and conducive to productivity.	13 (36.1%)	9 (25.0%)	4 (11.0%)	7(19.4%)	3 (8.3%)
Communication between staff and management is clear and effective.	14(38.9%)	8 (22.2%)	3(8.3%)	4 (11.1%)	7 (19.4%)
There is a strong sense of job security among employees.	11(30.6%)	10 (27.8%)	2 (5.6%)	8 (22.2%)	5(13.8%)
Employees are satisfied with the performance standards and rewards system.	5 (13.9%)	7(19.4%)	6 (16.7%)	8 (22.2%)	10 (27.8%)

Source: primary data 2024

In reference to table 4.14 findings on employee performance from the study reveal several critical insights into employee perceptions within company of Mount Elgon Millers. Employees reported feeling valued and appreciated by their supervisors, with 38.9% strongly agreeing and 22.2% agreeing with this statement. This high level of agreement underscores the importance of supervisor-employee relationships in fostering employee performance. Previous studies have consistently shown that performance standards from supervisors is a significant predictor of employee performance (Erdogan, Kraimer, & Liden, 2004). Supervisors who acknowledge and appreciate their employees' efforts contribute to a positive work environment, which enhances overall employee performance.

Adequate opportunities for professional growth were also reported, with 30.6% of respondents strongly agreeing and 27.8% agreeing that such opportunities exist. This suggests that company provides avenues for employees to develop their skills and advance their careers. Professional growth opportunities are crucial for maintaining employee motivation and satisfaction, as supported by previous research (Jehanzeb & Bashir, 2013). When employees perceive that there are pathways for advancement and skill enhancement, they are more likely to be engaged and satisfied with their jobs.

The support for work-life balance was another area of interest. Only 13.9% of respondents strongly agreed that work-life balance is well-supported, with 19.4% agreeing. This indicates that there is

room for improvement in how company facilitates work-life balance for its employees. Work-life balance is a critical factor in employee performance, as demonstrated by various studies (Kim, 2014). Organizations that actively support their employees in managing their professional and personal lives tend to have higher levels of employee performance and lower turnover rates.

Regarding compensation and benefits, the responses were mixed, with 30.6% strongly agreeing and 16.7% agreeing that they are competitive and fair. However, 25% of respondents strongly disagreed, indicating dissatisfaction among a significant portion of the workforce. Compensation and benefits are fundamental components of employee performance, as highlighted by the equity theory (Adams, 1965). When employees feel that their compensation is not commensurate with their efforts and contributions, their employee performance tends to decline.

The work environment's positivity and conduciveness to productivity were acknowledged, with 36.1% strongly agreeing and 25% agreeing. A positive work environment is essential for employee well-being and productivity, as supported by research on organizational climate (Schneider, Ehrhart, & Macey, 2013). When employees work in a supportive and encouraging environment, they are more likely to be satisfied and perform better.

Communication between staff and management was reported as clear and effective by 38.9% of respondents who strongly agreed and 22.2% who agreed. Effective communication is a key driver of employee performance, as it fosters transparency, trust, and collaboration within the organization (Men & Stacks, 2014). When employees feel that they are kept informed and that their voices are heard, their satisfaction with their job increases.

The sense of job security among employees was another important finding, with 30.6% strongly agreeing and 27.8% agreeing that they felt secure in their jobs. Job security is a crucial element of employee performance, particularly in uncertain economic climates (Sverke, Hellgren, & Näswall, 2002). When employees are confident in the stability of their employment, they are more likely to be satisfied and committed to their organization.

However, satisfaction with the performance standards and rewards system was less favorable, with only 13.9% strongly agreeing and 19.4% agreeing. A significant proportion of employees (27.8%) strongly disagreed, indicating dissatisfaction with how performance standards and rewards are managed. Performance standards and rewards systems are vital for reinforcing positive

behaviors and achievements, as noted by Herzberg's two-factor theory (Herzberg, Mausner, & Snyderman, 1959). Organizations need to ensure that their performance standards and rewards systems are perceived as fair and meaningful by their employees.

In summary, the findings indicate that while there are areas of strength in company's approach to employee performance, such as supervisor-employee relationships, professional growth opportunities, and a positive work environment, there are also areas that require attention. Specifically, improvements in work-life balance support, compensation and benefits, and the performance standards and rewards system could further enhance employee performance among employees. These insights align with previous studies and highlight the multifaceted nature of employee performance and the need for a comprehensive approach to address it effectively.

CHAPTER FIVE DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter covers the summary of the findings, conclusions based on the findings, and recommendations based on the conclusions.

5.1 Summary of the findings

5.1.1. Relationship between performance standards and Employee performance

The findings on the relationship between performance standards and employee performance reveal both positive and nuanced aspects of how performance standards influences employees' perceptions of their work environment. According to the data, a significant portion of respondents (44.4% strongly agree and 41.7% agree) express pride in their work and feel valued on their team, highlighting the strong link between performance standards and employee performance, aligning with Wright and Cropanzano's (2021) assertion that performance standards fosters feelings of pride and value. This suggests that employees who feel appreciated are more likely to experience higher employee performance. However, when examining whether management consistently recognizes employees' efforts, 30.6% strongly agree and 47.2% agree, indicating that while many feel acknowledged, there is room for improvement, as noted by Kanfer and Chen (2022). The mixed responses suggest that performance standards practices are not uniformly perceived across the organization. The perception that staff are recognized for outstanding performance shows a split view, with 33.3% strongly agreeing and 19.4% agreeing, while 16.7% disagree and 30.6% strongly disagree. This variation highlights potential shortcomings in performance standards programs, supported by Bakar and Jantan's (2021) argument that effective performance standards should address all levels of performance. The organization of performance standards events also received varied responses: 19.4% strongly agree and 38.9% agree, suggesting that while some events occur, they may not be sufficiently impactful or frequent for all staff members, corroborating Pfeffer's (2021) emphasis on the effectiveness of well-executed performance standards events. Monthly performance standards practices show a moderate level of satisfaction, with 30% strongly agreeing and 25% agreeing, but also 25% disagreeing, indicating inconsistency in how performance standards is perceived, aligning with Lawler's (2020) view that frequent and meaningful performance standards is essential. Perceptions of top management's performance standards efforts show a partial view, with 22.2% strongly agreeing and 27.8% agreeing,

suggesting that top management's performance standards may not be consistently visible or effective, as emphasized by Smith and Johnson (2021). Overall, while performance standards plays a significant role in employee performance, the results indicate that its impact is not uniformly experienced across the organization. The model summary and ANOVA results further reveal that performance standards alone explains only 0.9% of the variance in employee performance, suggesting a minimal direct impact and highlighting the need for a more comprehensive approach that incorporates additional factors such as work environment, career development, and compensation (Judge & Bono, 2021). The high p-value in the ANOVA results (0.466) further indicates that performance standards alone does not significantly predict employee performance, reinforcing the complexity of the relationship between these variables. To improve employee performance effectively, the organization should enhance its performance standards practices by ensuring they are consistent, meaningful, and encompass all levels of performance. This approach aligns with Armstrong's (2022) recommendation for a comprehensive and integrated performance management system that includes regular and impactful performance standards efforts. Addressing these areas can lead to higher employee performance and improved organizational performance, highlighting the need for a multi-faceted strategy to enhance employee motivation and satisfaction.

5.1.2. Relationship between performance measurement and Employee performance

The relationship between performance measurement and employee performance reveals a complex interplay that underscores the multifaceted nature of employee motivation and satisfaction. Analysis of the study's findings indicates that challenging tasks are perceived as significant motivators, with a substantial proportion of respondents (69.5%) agreeing that such tasks enhance their work effort. This result aligns with Herzberg's Two-Factor Theory, which identifies challenging work as a key intrinsic motivator contributing to employee performance. Similarly, Hackman and Oldham's Job Characteristics Model supports this view, emphasizing that enriching job characteristics, including skill variety and task significance, bolster intrinsic motivation. Furthermore, the high level of agreement (77.8%) on the importance of commitment in driving better performance underscores Meyer and Allen's (1997) theory, which highlights commitment as a crucial driver of employee performance and productivity. Vroom's Expectancy Theory also finds support in the study, as a notable 80.5% of respondents view performance measurements as pivotal in motivating them to work harder, reflecting the belief that career advancement is a critical incentive. Despite these positive perceptions, there are significant concerns regarding the fairness

of performance measurement practices. A substantial portion of respondents expressed dissatisfaction with how performance measurements are handled, with 41.7% disagreeing that performance measurements are based on satisfactory performance, reflecting Adams' Equity Theory's emphasis on fairness and procedural justice in maintaining employee performance. Additionally, perceptions of inequality in performance measurement opportunities, with 39.4% of respondents expressing concerns, suggest that despite some employees' positive views, many feel that the performance measurement system lacks transparency and equity. This perception aligns with Pfeffer's and Lawler's research on the importance of fair and equitable performance measurement practices. The model summary from Table 4.9 reveals a weak correlation between performance measurement and employee performance ($R = 0.174$, $R^2 = 0.030$), suggesting that while performance measurements contribute to employee performance, they are not a strong predictor in isolation. The ANOVA results in Table 4.10 further support this, showing that the relationship is not statistically significant ($F = 1.812$, $p = 0.184$). These findings imply that while performance measurements play a role in employee performance, they should be part of a broader strategy that includes performance standards, effective result dissemination, and other motivational factors to enhance overall employee satisfaction. This nuanced understanding highlights the need for organizations to implement comprehensive approaches that address both the motivational aspects of performance measurements and the fairness of performance measurement processes to effectively boost employee performance and employee engagement.

5.1.3. Effect of result dissemination on employee performance

The analysis of the impact of result dissemination on employee performance reveals nuanced insights into how result dissemination practices influence employees' perceptions and satisfaction levels. The data shows that internal controls are perceived positively by 38.9% of employees, who strongly agree that these controls facilitate the orderly execution of their tasks. This suggests that effective internal controls can help employees organize their work better, potentially leading to higher employee performance. However, the significant portion of respondents who disagree or strongly disagree highlights that internal controls may not be universally beneficial, indicating that such systems need to be tailored to individual work styles and requirements. The second statement regarding the impact of responsibilities outside one's scope of work on motivation shows a mixed response, with 30.6% strongly agreeing and 27.8% agreeing that additional responsibilities boost their motivation. Conversely, 22.2% and 13.8% disagree or strongly disagree, respectively,

reflecting that extra tasks can sometimes lead to stress rather than motivation. This aligns with Hackman and Oldham's job enrichment theory, suggesting that while job enrichment can enhance satisfaction for some, it may have adverse effects on others. The polarizing effects of special assignments on motivation are evident from the third statement, where responses were divided, showing that special assignments may not uniformly increase motivation and should be aligned with employees' skills and interests, as supported by Herzberg's Two-Factor Theory. The fourth statement about task swapping shows that 30.6% strongly agree and 16.7% agree that it improves performance, but 38.9% disagree or strongly disagree, suggesting that the benefits of task swapping are not universal and depend on individual adaptability and preferences. This finding highlights the need for managers to consider individual differences when implementing such practices. The fifth statement about acting roles indicates that 36.1% strongly agree and 25.0% agree that acting roles enhance motivation, yet 27.7% disagree or strongly disagree, suggesting that while acting roles can be motivating, their effectiveness varies among employees, aligning with Vroom's Expectancy Theory. The importance of empowerment through result dissemination, although not directly measured in the provided responses, is critical as it can significantly enhance employee performance by providing employees with greater control and development opportunities, a notion supported by Spreitzer's research on empowerment. Similarly, although specific data on participation in decision-making was not provided, previous research suggests that involving employees in decision-making processes can increase their commitment and employee performance, as highlighted by Locke and Schweiger. The regression analysis (Table 4.12) indicates a weak positive relationship between result dissemination and employee performance, with only 2.1% of the variation in employee performance explained by result dissemination, suggesting that other factors also play significant roles. However, the Pearson correlation analysis (Table 4.13) shows a moderate positive correlation (0.292) between result dissemination and employee performance, with a significance level of 0.023, indicating that higher levels of result dissemination are associated with higher employee performance. These findings suggest that while result dissemination has a moderate impact on employee performance, its effectiveness is influenced by various factors such as individual differences, task nature, and organizational context. Overall, the results emphasize the need for a tailored approach to result dissemination, considering employees' unique preferences and contexts to maximize the positive impact on employee performance.

5.2 Conclusion

5.2.1 Relationship between performance standards and Employee performance

The findings highlight that performance standards plays a crucial role in shaping employees' employee performance, yet the impact is not uniformly experienced across the organization. A majority of employees feel valued and take pride in their work, reflecting a positive connection between performance standards and employee performance, consistent with established research on the importance of performance standards in fostering pride and value. However, there are notable gaps in how consistently management recognizes employees' efforts and how performance standards programs are perceived, with some employees feeling that performance standards is inadequate or unevenly distributed. The variability in responses concerning the frequency and effectiveness of performance standards events and monthly acknowledgments further underscores the need for a more robust and consistent performance standards system. The analysis reveals that performance standards alone explains only a small fraction of the variance in employee performance, suggesting that while it contributes to employee performance, its effect is limited when considered in isolation. This emphasizes the necessity for a broader approach to employee performance that includes other factors such as work environment and career development. To improve employee performance, the organization should enhance its performance standards practices to ensure consistency, meaningfulness, and inclusivity across all performance levels.

5.2.2 Relationship between Performance measurement and Employee performance

The analysis indicates that while performance measurements are an important aspect of employee performance, their impact is nuanced and not as significant as might be expected. Employees perceive challenging tasks and commitment as key motivators, supporting theories that link job characteristics and commitment to employee performance. Performance measurements are viewed as a major incentive for harder work, yet there are significant concerns about the fairness and transparency of performance measurement practices. Dissatisfaction with how performance measurements are handled and perceived inequalities suggest that while performance measurements contribute to employee performance, they need to be part of a broader, more equitable strategy. The weak correlation between performance measurement and employee performance implies that performance measurements alone are insufficient to predict employee performance, highlighting the importance of integrating performance measurements with other motivational factors and fair practices.

5.2.3 Effect of Result dissemination on Employee performance

Result dissemination's effect on employee performance is complex and varies among employees. Positive perceptions of internal controls and responsibilities outside one's scope of work suggest that these factors can enhance employee performance for some employees, though they may also lead to stress for others. The mixed responses to special assignments and task swapping indicate that these practices are not universally effective and should be tailored to individual preferences and skills. Acting roles are seen as motivating by some but not all employees, reflecting the variability in how result dissemination impacts employee performance. Although result dissemination shows a moderate positive correlation with employee performance, the overall effect is influenced by various factors including individual differences and organizational context. To maximize the benefits of result dissemination, it should be approached in a way that considers these individual differences and the nature of tasks involved.

In summary, while performance standards, performance measurements, and result dissemination each play a role in employee performance, their impacts are interconnected with various factors and require a comprehensive and nuanced approach to effectively enhance employee satisfaction and performance.

5.3 Recommendations

5.3.1 Relationship between Performance standards and employee performance

To enhance employee performance through performance standards, the organization should implement a more structured and consistent performance standards system. It is essential to ensure that performance standards is not only frequent but also meaningful and equitable. This involves developing clear criteria for recognizing employees' achievements and ensuring that these criteria are applied consistently across all levels of performance. Regular and impactful performance standards events should be scheduled to celebrate both individual and team accomplishments, ensuring that all employees feel valued and acknowledged. Additionally, management should actively seek feedback on the effectiveness of performance standards programs to identify areas for improvement. By integrating performance standards with other factors such as career development and a positive work environment, the organization can create a more comprehensive approach to employee performance. This multi-faceted strategy will help address the current variability in performance standards experiences and foster a more inclusive and motivating workplace.

5.3.2 Relationship between performance measurement and Employee performance

To address the nuanced relationship between performance measurement and employee performance, the organization should focus on improving the fairness and transparency of its performance measurement practices. Implementing clear and objective criteria for performance measurements can help mitigate concerns about inequality and ensure that employees perceive the process as just. Performance measurements should be accompanied by opportunities for career development and challenging tasks that align with employees' skills and interests. The organization should also communicate performance measurement processes and criteria transparently to all employees to enhance trust and perceived fairness. By integrating performance measurements with other motivational factors and providing consistent feedback, the organization can create a more effective strategy for enhancing employee performance. This approach acknowledges the importance of performance measurements while recognizing that they are part of a broader set of factors that contribute to overall employee satisfaction.

5.3.3 Effect of Result dissemination on Employee performance

To optimize the impact of result dissemination on employee performance, the organization should tailor result dissemination practices to individual employees' preferences and skills. This involves assessing employees' readiness and interest in additional responsibilities and ensuring that result dissemination aligns with their professional development goals. Managers should also consider the nature of tasks and their potential impact on employees' motivation and stress levels. Providing clear guidelines and support for delegated tasks can help employees feel more confident and satisfied with their roles. Additionally, regular feedback and opportunities for employees to discuss their experiences with result dissemination can help identify areas for improvement. By adopting a personalized approach to result dissemination and considering the diverse needs of employees, the organization can enhance employee performance and overall performance. This strategy ensures that result dissemination contributes positively to employees' work experiences and aligns with their individual preferences and career aspirations.

5.4 Contribution of the study

The study makes significant contributions to understanding the factors influencing employee performance in the workplace, specifically focusing on performance standards, performance measurement, and result dissemination. By examining these elements in depth, the research provides valuable insights into how each factor individually and collectively affects employee

satisfaction. The findings highlight that performance standards, while crucial, needs to be consistent and meaningful across all levels of performance to have a substantial impact on employee performance. This underscores the necessity for organizations to implement comprehensive performance standards practices that ensure all employees feel valued. In terms of performance measurements, the study reveals that while they are a critical motivator, their impact on employee performance is complex and influenced by perceptions of fairness and transparency. This insight emphasizes the importance of integrating performance measurement practices with broader motivational strategies to address fairness concerns and enhance employee satisfaction. Additionally, the study sheds light on the multifaceted role of result dissemination, showing that while it has a moderate positive effect on employee performance, its impact is highly dependent on individual preferences and task characteristics. This highlights the need for a tailored approach to result dissemination that considers employees' unique needs and the nature of the tasks involved. Overall, the study's contributions lie in its nuanced understanding of how performance standards , performance measurement, and result dissemination interact to influence employee performance, providing actionable insights for organizations seeking to improve employee motivation and performance through more effective management practices.

5.5 Areas for further research

The study's findings pave the way for several important areas for further research. Future investigations could benefit from longitudinal studies examining how changes in performance standards practices affect employee performance over time, providing insights into the long-term benefits of consistent and meaningful performance standards. Research should also explore how performance standards impacts various employee demographics, such as age, gender, and job level, to tailor performance standards strategies more effectively. Additionally, developing and testing comprehensive models of employee performance that integrate factors beyond performance standards, performance measurement, and result dissemination—such as work-life balance and organizational culture—could offer a more holistic understanding of employee performance. Examining different performance measurement strategies and their effects on fairness and satisfaction can refine performance measuremental practices, while studies on result dissemination's impact on employee performance and stress could help balance workload and improve outcomes. Cross-cultural comparisons might reveal how cultural norms influence the effectiveness of performance standards, performance measurement, and result dissemination

practices, aiding multinational organizations in crafting globally consistent approaches. Investigating the role of technological tools in performance standards and result dissemination, as well as exploring psychological mechanisms behind these practices, could provide deeper insights into their effects on employee performance. Addressing these areas enhance our understanding of the complex dynamics of employee performance and contribute to the development of more effective organizational strategies.

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QUESTIONNAIRE

My name is KAMU MICHEAL, pursuing a Bachelor's degree in Business Administration at Uganda Christian University- Mbale University College (UCU). I am conducting a research on the relationship between appraisal practices and employee performance in private companies; a case study of Mount Elgon Millers. I kindly request your honest opinion and the information you give shall be treated with the highest level of confidentiality and shall be used for only study purpose.

Instructions:

Please tick the most appropriate box.

SECTION A: BACK GROUND INFORMATION

Tick in the boxes the alternative that represents your opinion. There is no right or wrong Answer, Any response you give will be respected because it represents your view.

1 Gender

FEMALE	MALE
1	2

2. Age bracket

18-30	31-43	44-56	57-69	70 and above
1	2	3	4	5

3 Qualifications: What is your highest academic qualification?

Certificate and below	Diploma Level	Degree Level	Master Level	PHD Level	Professional Level
1	2	3	4	5	6

4. Departments: In which department do you work?

Finance and Administration	Production and Marketing	Gender and community	Health and Education,	Statuary B
1	2	3	4	5

5 Number of years worked at Mount Elgon Millers.

1-2	3-4	5-6	7 and above	
1	2	3	4	

Instruction:

Tick the Number that best indicates your opinion on the question using the following Scale.

Strongly Agree (SA)	Agree (A)	Not Sure (NS)	Disagree (D)	Strongly Disagree
5	4	3	2	1

Performance standards

No	Parameter	SA	A	NS	D	S
1.	I take pride in my work and I feel valued on my team.					
2.	Management takes time to recognize my effort at the Job.					
3.	There is performance standards of staff for outstanding performance in different fields.					
4.	The district organizes events for staff periodically in performance standards of their efforts					
5.	There is a monthly performance standards of staff with outstanding performance					
6.	Top management takes efforts to recognize my efforts					

Performance measurement

No	Parameter	SA	A	NS	D	S
1.	Challenging tasks may motivate me to work harder					
2.	Enhancing my] Enhancing my commitment encourages me to perform better					
3.	Effecting performance measurements makes me willing to work hard in this organization					
4.	Performance measurement in this organization is got upon satisfactory performance					
5.	There is equal opportunity for performance measurement					
6.	Promoting employees on merit motivates me to work harder					

Result dissemination

No	Parameter	SA	A	NS	D	S
1.	Allocating me responsibilities outside my scope of work makes me work harder.					
2.	Enhancing my Special assignments increase my motivation to work harder					
3.	Swapping tasks with employees for days makes me improve the way I work					
4.	Working in acting capacity enhances my motivation to work					
5.	I feel empowered when work is delegated to me					
6.	Participating in decision making enhances my commitment to work					

Employee performance

No	Parameter	SA	A	NS	D	S
1	Employees feel valued and appreciated by their supervisors.					
2	Adequate opportunities for professional growth are available.					
3	Work-life balance is well-supported by company.					
4	Compensation and benefits are competitive and fair.					
5	The work environment is positive and conducive to productivity.					
6	Communication between staff and management is clear and effective.					
7	There is a strong sense of job security among employees.					
8	Employees are satisfied with the performance standards and rewards system.					

INTERVIEW GUIDE

Objective 1: Relationship between Performance standards and Employee performance

1. Can you describe a time when you felt recognized for your work at Mount Elgon Millers? How did this performance standards impact your employee performance?
2. What types of performance standards are most meaningful to you and your colleagues? How does the current performance standards process meet or fail to meet these preferences?
3. In your opinion, how does performance standards from supervisors and colleagues affect your motivation and overall employee performance?
4. What improvements would you suggest to the current performance standards practices at Mount Elgon Millers to enhance employee performance?
5. How frequently do you receive performance standards for your efforts, and how does this frequency impact your overall satisfaction with your job?

Objective 2: Relationship between Performance measurement and Employee performance

1. Can you describe your experiences with the performance measurement process at Mount Elgon Millers? How have these experiences affected your employee performance?
2. How do you perceive the fairness and transparency of the performance measurement process here? In what ways does this perception affect your employee performance?
3. What criteria do you believe should be considered for performance measurements to ensure they positively influence employee performance?
4. How does the opportunity for performance measurement influence your motivation and engagement at work?
5. What changes would you recommend to the performance measurement policy at Mount Elgon Millers to improve employee performance?

Objective 3: Effect of Result dissemination on Employee performance

1. How does the result dissemination of responsibilities at Mount Elgon Millers affect your sense of employee performance?
2. Can you provide an example of a task or responsibility that was delegated to you? How did this experience influence your employee performance?
3. What are your thoughts on the current approach to result dissemination at Mount Elgon Millers? How does it impact your employee performance?

4. Do you feel empowered and trusted when tasks are delegated to you? How does this feeling influence your employee performance?
5. What suggestions do you have for improving result dissemination practices to enhance employee performance among employees?

APPENDIX III: ACCEPTANCE LETTER



UGANDA CHRISTIAN UNIVERSITY, MBALE UNIVERSITY COLLEGE.
A Centre of Excellence in the Heart of Africa

BUSINESS DEPARTMENT

To MT ELGON
MILLERS



Dear Sir/Madam,

Re: Academic Research

Christian greetings!

We are honored to introduce to you Mr. Mrs./Miss KAMU MICHAEL
Of Registration Number; S22/MUC/BBA/011 pursuing a Masters' Degree/Postgraduate Diploma / Bachelor's Degree

BACHELOR'S DEGREE IN BUSINESS ADMINISTRATION

He/ she is required to carry out an academic research on the topic APPRAISAL PRACTICES AND EMPLOYEE PERFORMANCE IN PRIVATE ORGANIZATION: A CASE STUDY OF MOUNT ELGON MILLERS and thereafter produce a well bound hard cover research report (MAROON) in color for undergraduate and three (BLACK) copies for Postgraduate students as a University requirement for the award of a degree/diploma in the academic discipline that he / she is pursuing.

We shall be grateful for the help you may offer to him or her accordingly.

Thank you.

Yours faithfully,

HEAD OF DEPARTMENT BUSINESS UCU-MUC
Henry Omache Ogachi

